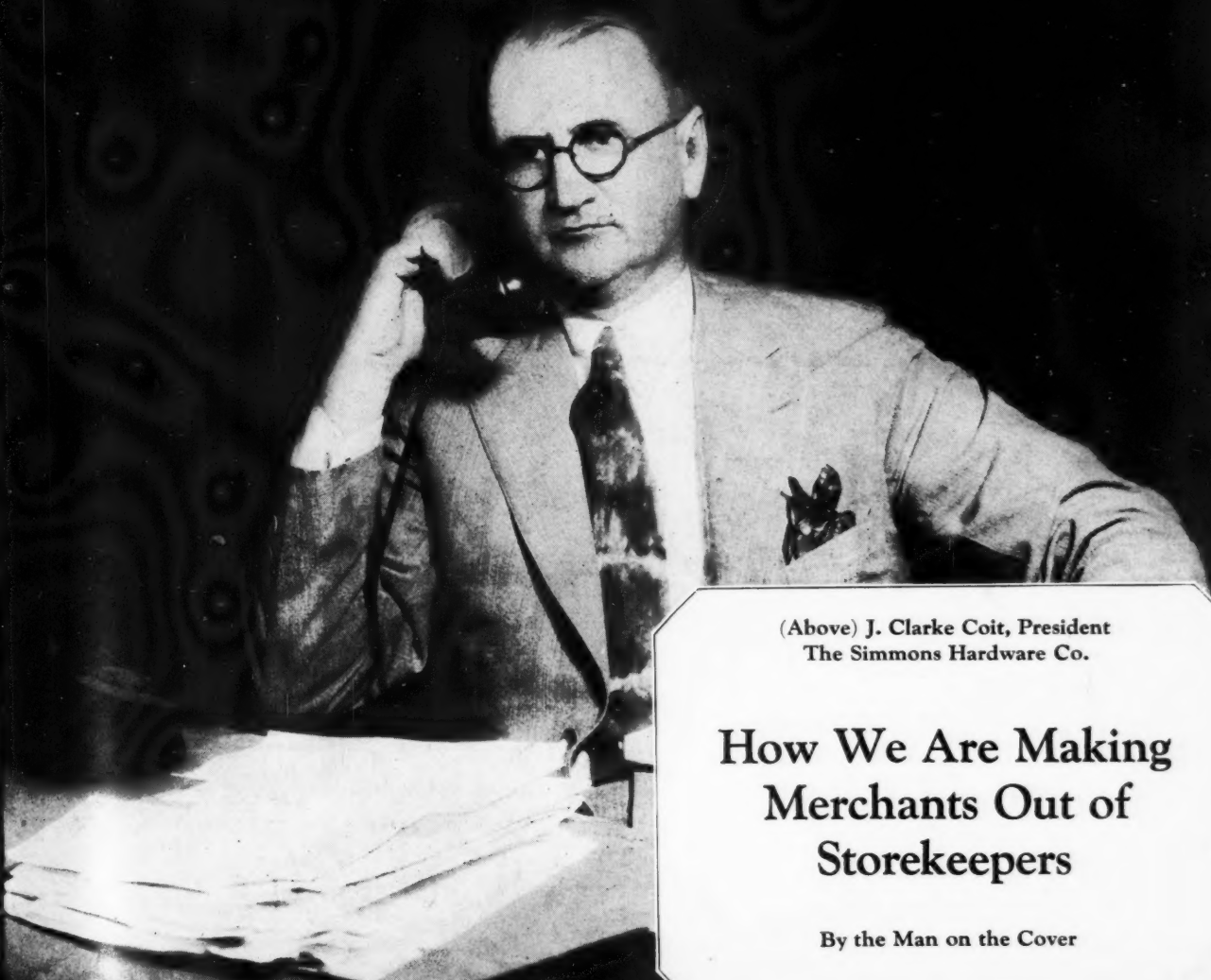


Sales Management

For The Man in Charge of Sales and Advertising

OCTOBER 1, 1927



(Above) J. Clarke Coit, President
The Simmons Hardware Co.

How We Are Making Merchants Out of Storekeepers

By the Man on the Cover

A-DARTNELL-PUBLICATION

EVEL-
direct
product,
booked.
national
40 in
s, at \$3
omotion
problems
on, 119

E.
ed and
spapers
We can
plication
ves you
Write
N AD-
140 S.

BOX
rest and
Central
man, but
amended.
do not
for our
ould also
SIGNER.
ANAGE.

ANIZED
ides cor-
s, reports
ness any-
informa-
er Ave.

PAGE
491
494
445
523
481
516
508
440
514
529
469
501
475
466
499
426
510
439
528
526
512
442
518
496
527
527
465
529
494
524
497
529
511
448
498
527

1 9 2 7



Fire Food!

WILL your next issue of catalogs be used as fuel a few months after printed or will it continue to serve indefinitely as a source of current information on your line?

It is a well known fact that the average tight-bound catalog is often partly obsolete when issued and must be entirely revised and re-printed at least once a year.

On the other hand, the modern loose-leaf catalog with its sturdy, quick acting binder, providing for the ready removal and insertion of sheets, serves its purpose for four years or more.

It is easily kept up to date by issuing new

sheets to replace those on which changes occur. The entire catalog never has to be re-printed at one time, and the binders last indefinitely.

In this day of small quantity buying at more frequent intervals it is good salesmanship to keep your trade informed on changes in price and product as they occur. The loose-leaf catalog provides the efficient, economical means of doing it.

Write the originators of this modern method of cataloging for information and suggestions.

THE HEINN COMPANY
349 Florida St., Milwaukee, Wis.

HEINN BINDERS

~ day ~ by ~ day catalogs
that last year ~ after ~ year

Published
Every-Other-Saturday

Sales Management

For the Man
in Charge of Sales

VOLUME THIRTEEN

NUMBER SEVEN

Established 1918 by
The Dartnell Corporation
Printed by The Dartnell Press



Member Audit Bureau of Circulations
Associated Business Papers, Inc.
Copyright 1927 by The Dartnell Corporation

Entered as Second Class Matter, March 12, 1919, at Post Office, Chicago, Ill., under Act of 1879

Publication Offices:

The Dartnell Corporation

4660 Ravenswood Avenue
Chicago

Telephones:
Ravenswood 0365 and 0367

J. C. ASPLEY
President

M. D. ASPLEY
Vice President

T. D. REID
Secretary

J. T. KEMP
Treas. and Gen. Mgr.

J. F. WEINTZ
Business Manager

C. E. LOVEJOY
Advertising Manager

J. E. WEST
Sales Manager

R. E. SMALLWOOD
Circulation Manager

Eastern Advertising Offices:

420 Lexington Avenue,
New York City
Telephone, Lexington 6625

P. S. SALISBURY
Manager

M. V. REED
Assistant Manager

Toronto Office:
Room 615, Metropolitan Bldg.
Telephone, Elgin 2087
A. T. TURNER Manager

European Office:
London, W. C. 2
9 Quality Court
Telephone, Holborn 5628
G. D. YOUNG Manager

Sydney (Australia)
CATTS-PATTERSON CO., LTD.

C O N T E N T S

For October 1, 1927

	PAGE
Making Merchants Out of Storekeepers <i>By J. Clarke Coit, President, Simmons Hardware Company</i>	547
Four Reasons for Seeking Export Markets Now <i>By J. G. Donley</i>	549
Strong Chains and Weak Links <i>By E. E. Troxell</i>	551
Five Points Where Sales and Credit Managers Can Work Together <i>By Walter F. Wyman and Fred S. Phillips</i>	553
A Railroad Learns About Sales Promotion <i>By Charles Layng</i>	555
Should We Fire the Salesman or Revise the Quota? <i>By Eugene Whitmore</i>	557
How Wheeler Osgood Conducted an "Open House" by Mail <i>By Ruel McDaniel</i>	559
Chicago Host to Thousands at October Ad Meetings	560
When the Man the Salesman Slighted Queers the Sale <i>By J. T. Kemp</i>	563
Dartnell Check-up on Distribution of Advertised Products <i>The fifth article of a series</i>	567
The Trading Center Versus the County in Market Analysis <i>The nineteenth article of a series by Charles W. Hoyt</i>	572
Government Survey of Baltimore Shows New Trends in Retailing	579
Are You Paying Your Star Salesmen for Reduc- ing Profits? <i>By Allen W. Rucker</i>	581
Royal Typewriter Company Puts Wings on New Portables	584
Radio Concerns Open Winter Sales Activities in Toledo	597
Versatility of Baking Soda to be Nationally Advertised	604
The Party Line	610
Editorial Comment	618
Tips for the Sales Manager	627

Edited by
**John
Cameron
Aspley**

EUGENE WHITMORE
Managing Editor

ROY W. JOHNSON
Eastern Editor

EDWIN H. SHANKS
Associate Editor

E. E. TROXELL
Associate Editor

JOHN L. SCOTT
News Editor

A. R. HAHN
Desk Editor

Subscription Rates: Single copies, 20 cents. Yearly subscriptions payable in advance, \$4.00 for twenty-six issues, anywhere in the United States or its possessions or in Mexico. In Canada, \$4.25, and \$4.50 in foreign countries. Six months' subscription, \$2.00 for thirteen issues. No two-year or clubbing rates.

Renewals: Subscriptions to SALES MANAGEMENT are dropped promptly when they expire. Readers desiring to keep their files complete should renew their subscription upon finding expiration notice in their copy.

News Stand Copies: This magazine is not generally sold through news dealers. For the convenience of subscribers away from the office it is distributed on the news stands of the principal hotels.

Closing Dates for Advertising: Closing date for covers, color advertising, and preferred positions, twenty days before date of issue; closing date for okay of proofs on run of paper advertising, twenty days before date of issue; last form closes ten days before date of issue.

WHO

Uses Our Service Now?

The Knapp Company
Palmolive Soap Company
Continental Casualty Company
Williams Oil-O-Matic Company
Orange Crush Company
Drackett Chemical Company
Stark Bros. Nurseries

And hundreds of other large organizations

WHY

Do They Use Our Service?

Because it guarantees tremendous results. Here's what our clients say of it:

Ditto, Inc.—“Getting wonderful results. Men and families enthusiastic.”

Reliance State Bank—“Using your service in bond drive, we did 228% of quota. Greatest contest we ever staged.”

D-A Lubricant Corp.—“Your contest has developed more interest than contemplated. First week results indicate that contest will run far above our most optimistic expectations.”

Book House for Children—“Your Pickit & Winit service increased our business 52%. Will repeat.”

WHAT

Sort of Service Is It?

A service that secures larger volume, new prospects, new accounts, speeds up turnover and collections, opens new territory, stimulates house and distributors' salesmen, etc.

THE ANSWER

To These Brief Questions

can be found in our booklet “Sales Contest.” Every Executive interested in Sales should have a copy on file, for it contains very valuable information on Sales—Campaigns—Stimulation—Contests, etc.

WRITE for a copy of “Sales Contests” TODAY. It's free and implies no obligation.

UPSCO

Pickit and Winit Service

Executive Offices
307 N. Michigan Avenue
Chicago

Canadian Office
44 Victoria Street, Toronto, Canada



Courtesy The Pullman Company.

BRUCE W. ELLIOTT has joined the copy department of the Chappelow Advertising Company, St. Louis, Missouri. He was formerly with the Moser and Cotins agency of Utica, New York, and previous to that had several year's experience in the department store field.

ROBERT E. NUESE, JR., formerly manager of the service department of the *Dry Goods Economist* and more recently advertising manager of the Gotham Silk Hosiery Company, is now associated with Williams and Saylor, advertising agents of New York City.

HOWARD C. SAYRE, for the past five years in charge of the publication data department of the Association of National Advertisers, has joined the Percival K. Frowert Company, Inc., advertising agency of New York, as director of research and merchandising.

WALTER MANN, for two years head of the market research department of the Z. L. Potter Company advertising agency of Syracuse, New York, has been appointed research director of the A. N. A. Mr. Mann in the past has been connected with the advertising department of the Butterick Publishing Company, and was formerly advertising manager of *House and Garden*.

The appointment of Mr. Mann follows the recent decision of the board of directors to expand the research functions of the association, which resulted in the formation of the A. N. A. Research Council.

ELLIS J. FINCH was recently elected assistance secretary and director of the World Wide Advertising Corporation of New York, to fill the vacancy made by the resignation of GERTRUDE HOLMES.

R. L. WILSON, works manager of the East Pittsburgh Works of the Westinghouse Electric and Manufacturing Company, has been elected assistant to the vice president and general manager. J. M. HIPPLE, manager of the company's motor engineering department, fills the resultant vacancy.

Mr. Wilson joined the Westinghouse Company in 1893 as an apprentice, and Mr. Hipple has been in the Westinghouse employ since 1898.

EDMUND J. RYAN, who recently has been engaged in travel, study and writing for magazines, has joined the organization of James F. Newcomb and Company, Inc.,

advertising agency of New York City. Mr. Ryan was formerly advertising and sales manager of Lord and Taylor, and an executive with N. W. Ayer and Son.

ALBERT P. MCNAMEE, who has been with *The Farm Journal* for seven years, the last two of which he served as eastern advertising manager, has resigned.

HOWARD A. BARTON, formerly vice president of the Albert P. Hill agency of Pittsburgh, has joined the New York staff of the H. K. McCann Company. CHARLES L. FUNNELL has also joined the McCann staff. He was formerly assistant advertising manager of the Graybar Electric Company.

EARL LIVINGSTONE SHANER has been appointed editor-in-chief of *Iron Trade Review*, Cleveland. Mr. Shaner succeeds CHARLES J. STARK, president of the Penton Publishing Company, publisher of *Iron Trade Review*, *The Foundry*, *Daily Metal Trade*, *Abrasive Industry*, etc. Mr. Stark will devote his entire time to broader editorial duties.

WILLIAM E. MACEWEN, first executive vice president of the National Refining Company, has resigned to become general sales manager of the Pierce Petroleum Company, with headquarters at St. Louis, Missouri. Mr. MacEwen will supervise the sales of more than 750 Pierce distributing points in six different states.

RALPH P. HAMMOND, vice president and sales manager of the Campfire Company, Milwaukee, Wisconsin, resigned his position September 1.

GILBERT S. PATTILLO, secretary of the Charles W. Hoyt Company, Inc., changed his headquarters from Boston to New York City. He will continue in the capacity of service manager.

B. F. AMOS, formerly of the Nestle Food Company, has joined the United Milk Products Corporation of Cleveland, as vice president. Mr. Amos will be associated with the Northern New York division of the company, with headquarters in New York City.

RALPH RICHMOND has been appointed copy chief of the Z. L. Potter Company, Inc., advertising agency of New York City. Mr. Richmond was formerly assistant director of public relations for the National Board of Fire Underwriters.

Sales Management

A DARTNELL  PUBLICATION

VOLUME THIRTEEN

CHICAGO, OCTOBER 1, 1927

NUMBER SEVEN

How We Are Making Merchants Out of Storekeepers

TODAY when a salesman wants to flatter a customer, he calls him, "The Lindbergh of the Blank Company." Years ago the comparison may have been less romantic, but the same tool was used.

As president of a western hardware jobbing house ten years ago, our vendors used to call me the "Wonder Merchant of the West." While I knew that this title was designed to "sell" me, still I believed it to a certain extent, for, as these men pointed out, was I not buying considerably more than most of my competitors?

Our Customer's Welfare

Now, I look back upon that title as little short of sacrilege, for I was allowing myself to be set up as a merchandiser when, in reality, I was doing nothing more than taking orders from our customers, buying the merchandise, and giving good service, perhaps only a trifle better than that of our competitors. Today, the distributor who does only that is headed for the nearest exit.

In ten years, the term "merchandising" has revolutionized every manufacturing company and jobbing house in the country. In ten years, it has taken on for me a new and deeper significance than any other weapon of management. Primarily, it has made

When We Taught Our Own Men to Sell Ideas as Well as Merchandise Our Problem Was Half Solved

By J. CLARKE COIT

President, Simmons Hardware Company, St. Louis, Missouri

me see that every customer's annual statement concerns us as vitally as our own. In other words, just as the success or failure of every salesman is a direct reflection on the sales manager, so the success or failure of every Winchester or Keen Kutter account is a direct reflection on the Winchester-Simmons Company. Hence, merchandising becomes more than a buy-and-sell game. It has developed into the high art of not only getting our goods on the customer's shelf, but devising ways and means of getting it into the consumer's home. That is the last step of merchandising without which no distributor can succeed, but with which he can move mountains — of merchandise!

It has long been a fact that chain stores, department stores, and mail order houses with their quantity purchases and quantity prices are holding the sword over every independent dealer's head. *However, I believe that this sword is not so much of a death warrant as it is a spur.* But whatever its significance, the hardware retailer is by no means excepted from its dangling shadow. Not only are

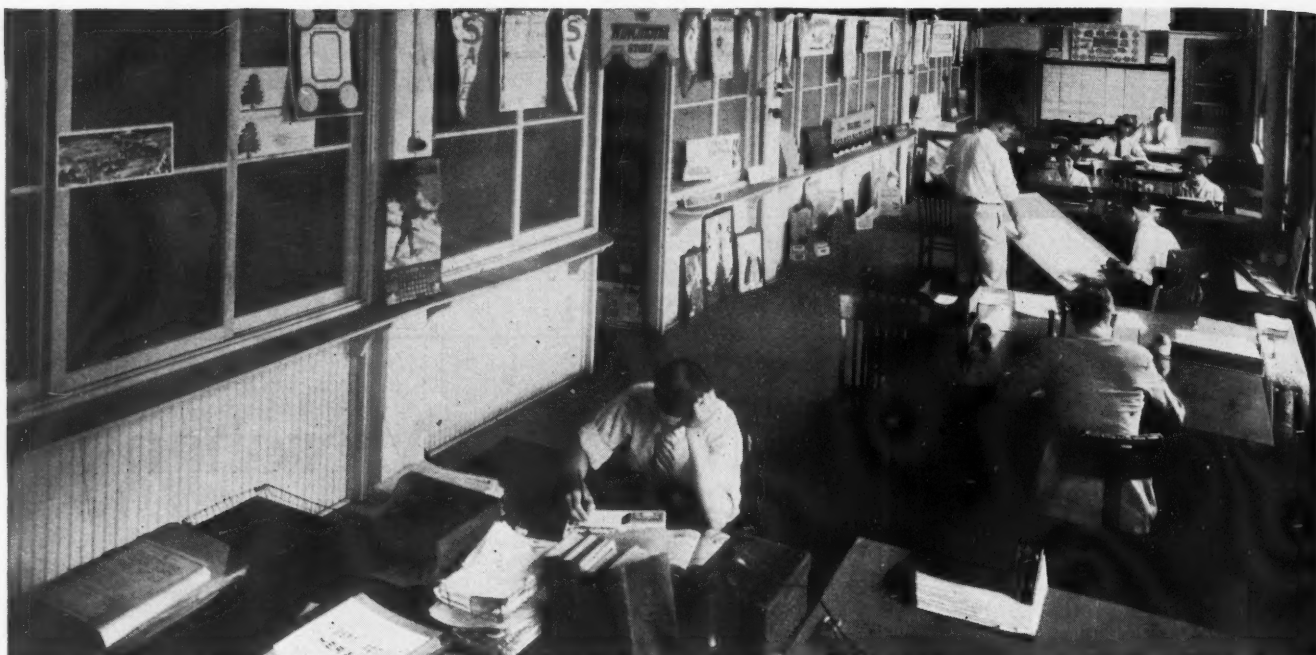
the chain stores, department stores, and mail order houses challenging his business, but the drug stores, too, have been added to the list. There is a story going the rounds about a woman who went to a

drug store and asked for some iodine. The clerk who waited on her looked puzzled for a moment and then replied, "Madam, you must be in the wrong store. I can sell you an alarm clock, a pair of shears, a carving set, or a percolator, but iodine?" And he shrugged a pair of expressive shoulders.

The Dealers' Problems

That story is not funny (not to the hardware trade, at least), but it does have a merchandising moral: Since only 10 per cent of the people are ill at the same time, the druggist went after the remaining 90 per cent with attractive merchandise, attractively displayed. It is now up to the jobber to help his dealers compete with these masters of merchandising.

Some time ago when the Winchester plan was little more than a dream, we foresaw the independent dealer's plight. He wanted to retain his individuality, his independence, but what price independence when business passed him by? Our solution was to allow him to retain his own individuality, but at the same



All these employees spend all their time developing sales and advertising plans for our dealers. In addition to this department there is a model show window laboratory where display ideas are created.

time offer him the exclusive agency on a brand of goods bearing a quality-name. Thus his profit was assured, and his competition eliminated. As certain territories could be controlled by only one Winchester agent, we reserved the Keen Kutter trade mark and merchandise for general dealers.

The Price Question

Simple and effective as this solution may sound, it was not so simple in its execution. Prospective Winchester accounts liked the exclusive agency idea, but they were firm in the opinion that "price" was their only salvation. Therefore it was our problem to educate them to the fact that price-appeal was often the least important factor of sales-appeal. We pointed out that Wanamaker's pipe organ during the Christmas season has distinct sales appeal with no price flavor. We told about the successful grocery dealer on the outskirts of St. Louis who provides Shetland ponies for the children and pinochle games for the men, so that women can do their shopping "unencumbered." In other words, while we were not particularly advocating pipe organs, or ponies, or pinochle, we were advocating

that price was not the only factor by which the public was attracted.

By shopping around, we admitted that a shrewd buyer could get a price from most anybody on most any item. But no jobber, or manufacturer either, could continue to call on a dealer if it meant selling only leaders. Sooner or later, they would pass him by entirely, or manage to sell him a carload of white elephants in order to break even on the account. We further pointed out that while buying at a price was commendable, of course, it occupied time that should be spent in building sales. In addition, buying from many sources meant a conglomerated stock whereas carrying a few standard, nationally-known lines gave the dealer the prestige that he sought. And our final argument was a staunch approval of hand-to-mouth buying as the answer to reduced inventory and increased turnover. Today, because we have educated our dealers to the importance of minimum stocks, they no longer boast with pride when an obsolete item is called for and they happen to have it in stock. When such instances occur, the dealer now keeps them to himself!

A merchant's final decision to affiliate himself with us usually came about as a recognition of the

fact that fortunes had been made in exclusive agencies, Ford agencies being the outstanding example.

While the agency plan has been an important contribution to our sales and our dealers' sales, it has provided, in the main, a sound foundation upon which to build merchandising helps. First on the list is consumer-advertising. It is my belief that advertising in any form cannot be over emphasized. A prominent banker here in St. Louis recently said, "When a firm cuts down on its advertising, we cut down on its credit."

"Advertising Is Essential"

From the very inception of the Winchester plan, we have seen the necessity for constant advertising. At first, our efforts were very elementary. Decalcomania signs bearing the words, "The Winchester Store," were given to each agent to be transferred on his windows. Primary as this step may seem, 6,300 stores bearing the same trade mark soon began to reflect business.

Since hardware is an item of necessity, naturally the dealer never bothered to create sales appeal as the specialty store had done. Hence it was up to us to present a window service that

(Continued on page 686)



Mexico is one of many export markets which holds promise of developing as a profitable field for more American concerns

Four Good Reasons for Seeking Export Markets Now

AFTER talking with export managers—or foreign sales managers, as the modern preference appears to dictate—with bankers active in foreign trade, and with plain, unvarnished business men, I have reached the conclusion that the time is peculiarly favorable for getting started in foreign trade.

The reasons may be naturally grouped under four main headings and concern factors that are not essentially new but which have been steadily working, like the stars, into an auspicious position in the foreign trade firmament. And it should be noted here that these factors have quite as much significance for the small or medium-sized concern as for the largest corporation. In fact, it may be reasoned that it is even more important for the concern of modest means to be reasonably certain that everything is favorable before seeking sales abroad than for the powerful aggregation of capital and brains, which can afford to sow and sow anew in rocky fields without over-anxiety as to the probable harvest date.

Low Interest Rates, Improved Foreign Conditions, and Better Living Conditions Brought by Automobiles, Combine to Improve Export Markets

By J. G. DONLEY

The first reason is that European conditions are right, or as nearly right as they may be ex-

J. G. DONLEY, the author of this article, was for many years managing editor of *Forbes Magazine*. For the past several months he has been devoting his time to business writing. A recent investigation of export selling which he made resulted in this timely article, pointing out the unusually good opportunities for manufacturers—large, medium and small—to begin going after overseas sales, at this time.

American films, flivvers, and automobiles have paved the way for thousands of other American products which the natives of every corner of the globe are beginning to want.

Future issues of *SALES MANAGEMENT* will carry other stories showing how American manufacturers are winning world trade.

pected to become in the aggregate. Proof of this is to be found in the stabilization of foreign exchanges, in the return to the gold

standard in the important countries, and in the steady improvement in trade and employment within their borders.

While many expressions of confidence in the European outlook have been printed in the daily

press from time to time as this, hat, and the other big business man or banker has returned from a tour of investigation, one of the most convincing statements made thus far has been that of Dr. Julius Klein. Dr. Klein is Director of the Bureau of Foreign and Domestic Commerce, and has probably done more than any other incumbent of that office—under the direction of Secretary Hoover—to aid American business in the markets of the world. Dr. Klein, a trained observer and analyst in foreign trade, authorized the following in an Associated Press dispatch sent out from Washington on his return early in September:

Europe is entering into an era of commercial Renaissance, changing its business and economic structure from antiquated methods in use before the world war to new improved systems. As a result, with the exception of a few unfavorable conditions, Europe is showing convincing evidence of economic recovery.

A number of indications of the economic Renaissance were found by the trade official. There is a tendency toward long duration commercial agreements, he said, as a result of two international business conferences in Europe this year, which tend to do away with the previous treaties valid for one year or less. Improvement of transportation facilities by air, rail, and ship, power, exploitation of natural resources, stabilization of currencies, and reduction of unemployment were found by Dr. Klein to be featured in the new European economic movement.

Dr. Klein also reported that European business observers have been studying American methods, especially being interested in the absence of barriers in this country's interstate commerce.

All of which means that Europe is more and more becoming able and willing—even anxious—to purchase American goods.

Marketing Over-Production

IT MAY be set down, as the second reason, that domestic conditions are right for the encouragement of manufacturers who are planning to seek foreign outlets. First, because plant capacities are generally sufficiently large to permit of a total output that would care for all domestic requirements with a margin of 10 to 25 per cent for shipment abroad. War and after-war expansion accounts for this condition in part; but hand-to-mouth buying methods, bringing about an evenly distributed rate of production from month to month—one might almost say from week to week in some industries—have made "capacity operations" in the old, rush-season meaning of the term, almost unknown. And in some cases this condition has meant that a certain proportion of plant equipment is permanently idle.

It may be interesting to follow this line of thought just a bit further. A steel mill in the old days, we will say, operated three months of the year at 100 per cent of capacity, three months at 80 per cent, three months at 60 per cent, and three months at 50 per cent. Averaged, this amounts to 72½ per cent. While these figures only attempt to approximate conditions, it may be said that today the same mill, if we assume that the total annual output has remained about the same, sees the percentage of its opera-

tions go no lower than 60 and no higher than 85, and the average still works out at 72½ per cent. The effect is that the country's marginal productive capacity is really no greater than before, but it is more in evidence and it is more readily available for consistent use.

Seconding the available plant capacity as an encouragement for expanding foreign trade is the abundant supply of loanable funds. Many factors have contributed to the current ease in the money markets. The significance of this condition for the exporter is two-fold: (1) it encourages the investment of American capital in foreign lands, which in turn tends to stimulate industry and enhance the buying power of the nationals in the countries favored by such investments; (2) obviously, it is not so costly to wait one or two years for returns to begin to come from an expenditure on a broad program of sales promotion abroad with money borrowed at 5 per cent, or less, as it would have been only a few short years ago when money was difficult to get at 7 or even 8 per cent.

The World on Wheels

THE third reason is one that has been largely overlooked. American automobile manufacturers have for several years been blazing a trail to foreign markets—or, rather, it would be more fitting to their accomplishments to say that they have been building a road, a veritable highway, so deeply laid, so broad, so smoothly finished that the way is eased and speeded for all who come after them. Once we heard nothing but "Trade Follows the Flag." Then, if I remember rightly, great claims of potency in trade stimulation were made for banking co-operation through foreign branches and correspondents, and there were heaps of praise for the consular service. Not so long ago I read with great interest an article that sought to prove its title—"Trade Follows the Flag." Let me humbly suggest that considerable could be written on the theme that "Trade Follows the Flivver."

The National Automobile Chamber of Commerce has set out to motorize the world. That is a broad statement, but it is not carelessly made. Their campaign is so thorough that it begins with the children in the schools of foreign lands, educating them in the economic blessings to be derived from good roads and motorized transportation, and works right up to the present-day buyer of motor cars, trucks, tractors, and busses. Automotive exports from the United States have grown from \$15,825,000 in 1913 to \$456,426,000 in 1926, and when the final results for this year are compiled they will probably show the largest gain ever made in twelve months. There are automotive dealers in 521 cities and towns in Australia, 534 in Argentina, 123 in New Zealand, and 207 in South Africa.

A Higher Standard of Living

THAT is why the most important address at the 1927 convention of the National Foreign Trade Council, next to Secretary Hoover's broad-gauged topic, "American Foreign Trade," was that of Roy D. Chapin, president of the National Automobile Chamber of Commerce, on "The Motor Influence in Our Foreign Trade."

Everybody knows what highly beneficial results have flowed to industry and trade and our social life through the motorization of America. Therefore, it is not necessary to quote from Mr. Chapin's speech. Consider merely that people are much the same the world around; what the motor has done for America, in a higher living standard, and a consequent higher velocity of money circulation—in a word, well-being—it will do for Europe.

How can a sales manager who pictures a prospect as riding in a Chevrolet, or an Essex, or a Ford, in a Studebaker, or a Cadillac, or a Packard—and they are there in number throughout Europe and South America and elsewhere—how can a sales manager who imagines such a close-up of the other fellow in a foreign land fail

(Continued on page 608)



Strong Chains and Weak Links

MRS. Joseph G. Palmer will tell the world she has no use for chain stores. If you talk to her about it, you may decide that she is a bit unreasonable in her judgment, but, be that as it may, her story does illustrate one big, outstanding weakness of the chain stores.

"You know how Joe is always calling up at the last minute and bringing home some good pal from dear old State for dinner!" she explained. "'You know—nothing extra, dear. Just pot luck.' Well one hot night last July he called up, and I didn't have a thing in the house. There was nothing to do but run out to the nearest store and get what I needed. I had been trading at the P. and Q. store just around the corner, and although it was pretty late, I thought I could make it. And what do you think happened?"

"You came back with an arm full of groceries, and Joe's pal

Some Incidents Which Prove That Capital and Management May Be Important, but the Human Equation Still Counts Heavily in Retailing

By E. E. TROXELL

caught number 27 for Cleveland, thinking what a wonderful little wife Joe has."

She was in no mood for pleasantries.

"No sir," she declared with emphasis. "That impudent manager slammed the door in my face—and I am one of his regular customers, too! I guess it must have been all of one minute after his closing time. When I pounded on the door, he just stood and laughed at me. I went right across the street to Mr. Ackerman's. He was closed, too, but he came and let me in, and not only that but his boy took my things home. I have been trading with him ever since. I will never spend another nickel with one of those stores again.

Joe says they're a bunch of price cutters, anyway."

"Saves you money, doesn't it? And besides, that was probably an exceptional case. Is it quite fair to judge an organization, having several

hundred or perhaps several thousand stores, by the single act of one manager?"

"When Joe and I were first married I used to trade a lot at the chains. I had to. And I never found their clerks very efficient or very much interested. The people in the chains are frequently discourteous and generally quite unintelligent. Anyway, that's what I think. Let's see—its my bid isn't it? She smiled wickedly. "Four no trumps!"

When this incident was related to an associate, a man with no interest in, and no prejudices either for or against, chain stores, I was told that it was exceptional.

"I have been patronizing chain stores for years," he said, "and I have found the managers and the

sales people just as attentive and just as intelligent as those you will find in the independent stores. There is an A. and P. store near us, and my wife buys nearly all our groceries there. She frequently takes the boy with her, and everytime he gets a chance he goes on an exploring expedition of his own. I remember one time he managed to get a bite out of four or five apples, and to upset three or four baskets before he was apprehended. But the manager was perfectly decent about it, and has been, under similarly provoking circumstances, a number of times.

Where the Chains Fail

IN FACT, he goes out of his way to be courteous. He frequently cashes checks for me, and my wife tells me that he is absolutely reliable in the information he gives her on his stock. After all, what he makes depends on what he sells. It is just as much to his advantage to hold our trade and the trade of his other customers as it is to the far less efficient owner of an independent right across the street from him. So far as my experience goes, this manager is just about the average type of man you find in charge of the units of the better and larger chain organization."

In an effort to determine which of these two opinions was more nearly correct, a somewhat extensive investigation was made. Stores in every part of the country were visited, the work of many chain store employees was observed, and many people were questioned as to their experience. It is an undeniable fact that, insofar as location, store arrangement, control of stock, and accounting are concerned, the chain stores, considered in the aggregate, are well managed. The fact that they are but one unit of a larger organization is partly responsible for this. Standardization, and the ability to hire specialized talent of high ability, are other factors that make for this efficiency.

In merchandising, however, more essential than accurate records and standardized store equipment, is personnel. In no other type of business, outside of

purely professional services, is the human factor of such overwhelming importance as it is in the business of distributing goods to the public at retail.

The Hired Manager

THE experience of a New York banking group is a case in point. When an opportunity to acquire an old, reliable retail store presented itself some months ago, they grabbed it. Since personnel was the all important thing, they decided to hire the biggest men they could find for every department of their business. With the money to pay whatever price was demanded, they searched the country for talent, and it is generally admitted that they got together the most brilliant array of retail merchandising ability this or any other country has ever seen in one organization. Then they sat back and waited for the profits to start coming in.

But the profits never came. The venture was a pronounced failure. These able, experienced men, all of whom had been selected because of enviable past records, were not able to win the public away from what appeared to be their less ably managed rivals. Probably the reason for the failure is that back of this group of skilled specialists there was no one dominant personality, whose sole and only interest was the store he managed. There is no case on record of a great retail organization that has been a success under the management of hired executives. Failures, on the other hand, among both chains and units stores, managed by salaried administrators, are numerous.

Chain stores, with the exception of those under the control of the J. C. Penney Company and one or two others, are managed by hired managers. This is the first weak link in these strong organizations. It takes no great effort to find poor managers and inefficient salespeople in the best managed chains, and in the poorest, courteous clerks and attentive managers are rare exceptions to the general rule.

In the course of this investigation, for example, more than 100 people were asked their opinion of a leading drug chain. While all agreed that their prices were unusually low, all likewise agreed that their clerks were inattentive, discourteous, unreliable, frequently ignorant, and, in the case of fountain attendants, often dirty. In Chicago, and in some other middle western cities, seven out of every ten smokers expressed a dislike for one of the cigar chains. In a southern city the statement was frequently made that a certain chain grocery was able to sell at low prices because it employed "very cheap help."

The Personal Equation

COMPLAINTS, to be sure, are often trivial. An old lady, in a small Indiana city, trades with an independent store, paying substantially higher prices, because the clerks in the chains are always impatient and, if she does not hurry with her shopping, will leave her to wait on some younger person.

The wife of an eminent physician speaks unkindly of a certain Chicago grocery chain because on one occasion a store manager saw her come from a rival store, across the street, and refused to wait on her.

A production superintendent goes out of his way to avoid a tobacco chain because a manager bawled him out when he asked if they were not selling a certain three-for-a-half cigar at seven for a dollar—a statement that had been made to him by one of his friends.

A bond salesman bought a dozen shirts at a chain shop on the salesman's word that they would neither shrink nor fade, and when they did both, the manager told him he could not afford to make it right, and that if he didn't like it he could trade at some other place.

A Cleveland advertising man recalls that his experience with a certain candy chain has always been bad, and relates, to prove it, that on several occasions, he was

(Continued on page 614)

Five Points Where Sales and Credit Managers Can Work Together

THE sales manager and the credit manager are natural enemies. From the Great Lakes to the Gulf and from the Pacific to the Atlantic the battle ever wages. All beautifully portrayed theories of mutual interests and allied causes to the contrary, the credit man is found at the throat of the sales manager, while the sales manager is simultaneously trying to insert his pointed dagger in or between his opponent's ribs.

An even more exact simile is that of the younger sons, each with a hand clutching the other's hair—and pulling with full strength. The mother separates her offspring, and in scolding them for their acts says, "You two should be the greatest of friends. Why is it that you are always fighting each other?" It is true that as these boys grow older and come to realize the mutuality of their interests and responsibilities, the early feud changes to a bond of closest friendship.

In these United States we can find many, many instances where the sales manager and the credit manager have passed through their infancy of jealousy and conflict and have settled down to both personal and business friendships, which are as profitable as they are enjoyable. In the many valuable contributions which have appeared in the business and trade press of this and other

Forgetting the Ancient Feud and Working to Definite Mutual Objectives Is the Answer to the Problem of Greater Net Profits

By WALTER F. WYMAN

General Sales Manager, The Carters' Ink Company, Boston

and

FRED S. PHILLIPS

Secretary, W. H. Duncan Company, New York City



"The truth is that altogether too many sales managers and altogether too many credit managers are today in the half-way stage between business boyhood and business manhood—each waiting for the other to lay down his brickbat." A closer alliance between the credit and sales departments, these writers say, is a long step toward greater annual profits.

countries, rightful stress has been laid at times upon the essential co-partnership background for the sales executive and the credit executive. These articles have been valuable in their context—but unfortunately the excellence of their argument has most frequently been weakened by a foundation of generalities.

Instead of endeavoring to cover the whole broad field of the inter-relationship of interests of the sales executive and the credit executive, it is our purpose in this article to select the five outstand-

ing factors in the responsibilities and activities of the sales executive. We shall then specifically discuss these five principal factors from the point of view of the management officials as well as the point of view of the sales executive and the credit executive.

These five points are:

1. Net profits.
2. Insuring future sales volume.
3. Broadening distribution.
4. Earning preference of customers.
5. Protecting the house against credit losses.

Lest the reader should feel that Messrs. Wyman and Phillips in this article are biased partisans of the sales executive, it should be stated that both have for a dozen years been identified intimately with the National Association of Credit Men, although in no sense in control of the credit destinies

of their respective enterprises.

Net Profits—the goal of business! Surely both Mr. Sales Manager and Mr. Credit Manager have the quest of net profits as their first and most important function. The sales manager who brings into being a vast volume of sales which are not coupled with net profits has missed the purpose of his quest. The credit manager who strangles sales development by passing favorably only upon risks that are not risks, signally misconstrues the true function of his position.

For the sales manager's job is to bring into being profitable sales — sales made to those who will buy again — which means those who will pay for what they buy. The credit manager must do more than check for credit, orders from customers whose combination of Character, Capital, and Capability is mountain high. Just as the sales manager must strive to build sales with the most desirable types from a credit standpoint, so must the credit manager strive to find ways and means to pass favorably upon customers who have Character and Capability without enormous Capital.

For both Mr. Sales Manager and Mr. Credit Manager are paid to secure not merely net profits. Their job is to secure the greatest fair amount of net profits — an entirely different task.

Looking Into the Future

NEITHER sales manager nor credit manager can afford to be purely an opportunist. Nor can the house which employs both afford to have them merely opportunists. The future as well as the present must be envisioned by both executives — as well as by the management.

For net profit must mean not merely the greatest fair net profit in the current year — to be sound net profit, it must be the greatest fair net profit over a long term of years. The capital and energy invested must not be permitted to be the plaything of the current year. A long, long future of consistently earned net profits alone can justify the investment of capital and energy.

The sales manager knows that he can earn for his company the greatest fair net profit over a long term of years only by balancing the distribution. If he confined his sales activities to a limited area, obviously the future of these sales is at the mercy of conditions within that limited area.

The credit manager has equal interest in broadening distribution. For just as a local or even national period of depression, if long continued, adversely affects sales, it also adversely affects the showing of the credit department.

If the credit manager presides over the destinies of a small area, his record is at the mercy of conditions beyond his control — conditions which may in a single year change the complexion of his abilities from rosy to downcast.

The sales manager has a personal as well as an institutional interest in protecting the House against credit losses. If his sales organization spends time, strength, and money to secure sales of merchandise for which the debtor does not make payment, it is obvious that there has been waste of time, strength, and money, all of which are reflected in the sales record of the year.

If a salesman, for example, sells one hundred customers in a year at an immediate sales cost in compensation and expenses of ten thousand dollars, it is simple arithmetic that each account represents one hundred dollars in direct sales cost. If eighty out of this one hundred pay their bills and the other twenty do not pay their bills, there is immediate sales cost waste of two thousand dollars. To this must be added the loss on sales which could and should have been made to customers who would have paid their bills — the loss on twenty customers not secured because of the time spent in securing twenty customers who did not pay their bills.

For Mutual Interest

THE direct personal interest of the credit manager in protecting the House against credit losses is obvious. Probably to an extent far in excess of the proper proportion, the credit manager's abilities are gauged by his per cent of credit losses. If they should reach such a staggering total as even three per cent in the average line of branded merchandise, this would be a blot on his record unless most unusual circumstances existed.

From this brief presentation of the five major factors, it will be seen that the interests of Mr. Sales Manager and Mr. Credit Manager are not merely similar — they are identical. The existence of identical interests naturally

points to constant co-operation rather than constant conflict. When two individuals earn their bread and butter and jam under the same roof, there is bound to be a community of interests. When these same individuals are both engaged in the merchandising process, the mutuality of interest is necessarily greater. When a close study of their interests proves them to be not merely enmeshed but positively the same, only those willfully willing to substitute inefficiency for progress will fail to understand the existence of a bond which is so close as to demand concerted, planned action.

In the common quest for the greatest fair net profits over a long term of years, it is not enough for Mr. Sales Manager and Mr. Credit Manager to lay out a sound program in direct relation to selling and crediting. It will be found repeatedly that there are economies which can be placed in effect which will instantly increase net profits.

Working Together

AS A SPECIFIC example, the credit department may delegate some fraction of its prerogatives to the sales department. Specifically, it may place in the hands of the sales department the crediting of minor orders for home city deliveries. Mr. Credit Manager may run over a list of perhaps a thousand such home city customers with Mr. Sales Manager at the beginning of the year and authorize the sales department to approve the credit on orders originating from eight hundred of these without referring the orders to the credit department. The immediate saving is apparent, and the speeding up of service, which is one excellent form of deserving the preference of customers and insuring future sales volume, is automatically accomplished.

At the end of the first quarter, this list may be revised by joint conference based on larger experience and sales information.

Similarly, in quest for the greatest fair net profit over a

(Continued on page 625)

At Last! A Railroad Learns About Sales Promotion

SUPPOSING you opened your morning's mail and found in it a letter like this: "Good morning! My name is Pete Rucker, and I'm a freight conductor down here in Mississippi for the G. M. & N. Right now we're pulling in to Louisville, Mississippi, on time as usual. I saw in our train this morning when we left Jackson, Tennessee, your car of safety pins, consigned to Jones & Jones, Jonestown, Texas. We're turning it over to the Southern Railway at Meridian, Mississippi, this afternoon at 5 o'clock. Just wrote you to let you know that we appreciate your business and want more of it. When we get it, we'll pay attention to it and get it over our railroad right on time."

Improved Sales Methods

It is likely that, receiving such a letter, you would remember the Gulf, Mobile and Northern Railway and that the next time you had a car going down that way, you'd probably route it via G. M. & N.

Thousands of shippers have reacted similarly to these letters, which are written by engineers and conductors, on specially printed letterheads, to all shippers and consignees having freight moving over the G. M. & N.

This is one of the most unique developments in the campaign for business being conducted by the railways. Coincident with the improvement in operating efficiency displayed in the past few years, there has also been an improvement in the sales methods. For one thing, the railways have gone in for national advertising of their freight and passenger service on a much larger scale than heretofore. But the really new departure is found in fostering the solicitation of business by employees. Railway employee magazines make special features

The Little Old Gulf, Mobile and Northern Hits Upon a Sales Letter Idea That Everybody Could Use

By CHARLES LAYNG

of it and a surprising amount of business is secured by machinists, firemen, telegraph operators, clerks and hundreds of others not directly connected with the traffic solicitation department.

One Letter Sold 22 Car-load Shipments of Freight

ADVERTISING men have been prone to laugh at most railroad advertising. Many articles have been written telling railroad men how to promote their business. Just as everybody thinks he knows how to farm or operate a hotel, a lot of people think they could do a much better job of running the railroads than the railroad men themselves.

But it remained for a comparatively small Southern road to develop a corking good sales letter plan that anybody, in any line of business, could pick up and use. One letter, mailed to one of the road's customers brought twenty-two car-load shipments over the road! Let the sales letter sharks beat that record if they can!

The unusual methods employed on the G. M. & N. were more or less a matter of necessity. As the New Orleans, Mobile & Chicago, this line tapped a lumber region in central Mississippi, and the movement of lumber out of and supplies into the forest were the only reasons for its existence for many years. As the lumber traffic declined with the depletion of the forests, the railroad declined as well.

Eventually, after many financial vicissitudes, the line was acquired by a syndicate headed by I. B. Tigrett, a banker of Jackson, Tennessee. These interests practically rebuilt the old line, ac-

quired two or three small connecting lines and built an extension north to Jackson. In addition, trackage rights were secured from Jackson to Paducah, Kentucky, where connection is made with the northern lines, thus giving the G. M. & N. a main line of a little over 400 miles from Mobile, Alabama, to Jackson, Tennessee, and with trackage rights and connections, a through route from the North to the Gulf of Mexico and the port of Mobile.

Building New Business

But the establishment of a through route does not necessarily bring business, particularly when the same territory has been served for years previously by other powerful and competing railroads. The lumber traffic continued to decline and gave indications of petering out altogether not so many years hence. An efficient force of traffic solicitors, stationed at various points throughout the country, was getting all the business that could be expected and the traffic was slowly increasing. But it was necessary that more business be secured.

In this situation, the G. M. & N. found itself with one extremely desirable asset, the complete loyalty of its employees. These men were nearly all old in the service and most of them remembered keenly the lean days under previous managements, when it was a toss-up as to whether the pay-car would arrive this month or next or even the month after. In addition to financial stability, the new management also took a keen interest in the welfare of its employees. Last year, for example, a number of special trains were run, at the company's expense, for employees who chanced to be on duty away from home when a death occurred in their



(Above) These men write letters while riding in the caboose, which are picked up and typed by office employees at terminals. The letters have helped turn a dying road into a prosperous property.

(Right) The gradual cutting off of the timber in its territory left the G. M. & N. railroad without a profitable freight business—but the men on the road fixed up an idea that brought a lot of new business to the road.

families or some other purely personal emergency arose.

Thus it happened that, when the new management found itself faced with more or less of an emergency in the way of insufficient traffic, the employees returned the courtesy and rallied to its assistance.

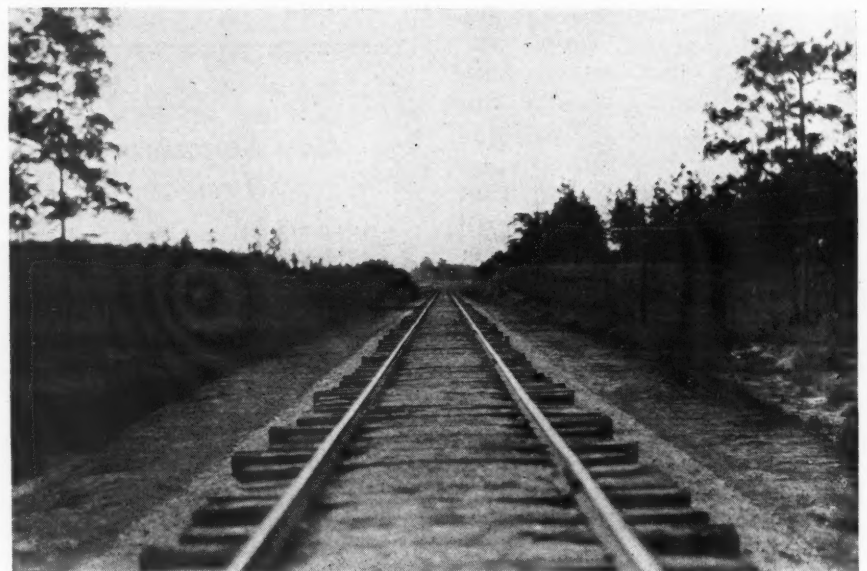
The idea had its birth in the cab of a freight locomotive. One of the officials was riding down the line on a fast freight with an old engineer.

"John," he said, "we've got to have more business if we want to carry on our plans of expansion. How are we going to get it?"

"Boss, why don't you let us boys help out?"

Thus the germ of an idea was born. It didn't spring full-blown from this conversation; it was the result of many following conferences and discussions, but it really had its origin in the cab.

Eventually, the plan of having members of the crew send letters to the shippers and consignees of every piece of freight on their



train was worked out. It proved an immediate success. The novelty of it was appealing as was the language in which the letters were couched. The management, after a suggestion or two, left the wording of the letters entirely to the men themselves, and the results have been excellent. No stereotyped sales letter, however cleverly worded, could possibly have the effect of these natural, not always grammatical, missives from the crews themselves. They knew nothing of sales psychology, but they did know they wanted business for their railroad and they said so with a peculiar unaffected charm.

Here is another example of the type of letters written. This one was signed by a conductor and

appeared on a letterhead showing a picture of his train:

"This picture will give you an idea of my place of business over a 188-mile district on trains 55 and 56 between Jackson, Tennessee, and Louisville, Mississippi, with the second biggest decapod locomotive in the country. My office is in the little red caboose on the rear. This picture was taken one mile south of Falkner, Mississippi, while we were right on time with 55 as usual.

"We got in our train today I. C. car 341827, in which is two filing cases, billed by you from Chicago and consigned to Blank

Company, Meridian, Mississippi. We picked up this shipment at Jackson today and it will get to Meridian tomorrow afternoon in time for early morning delivery on the 20th.

"With 17 years of service with this railroad I saw many wonderful improvements and I can tell you your business is handled careful and quick. You will find our management fair, our interests is alike, so is our appreciation of your business, be it large or small. I hope business is good with you."

An engineer, with a flair for philosophy, always puts this paragraph in his letters:

"Above is how I look to the world in the cab of my regular engine. Below is how I look at

(Continued on page 592)

Shall We Fire the Salesman or Revise the Quota?

AT THE annual convention of the salesmen for an Ohio manufacturing company, the sales manager made the closing address, just before the men left for home.

"Now get this straight, men," he said, leaning over the speaker's table with an earnest light in his eyes, "the quotas this year have been made up as the result of a very costly investigation into conditions in every territory. Barring floods, cyclones, or total crop failures, every man's quota can be reached, with something to spare.

"In the past, quotas have been forgotten before the year was half gone. This year every salesman who stays with us is going to make his quota. Excuses will not be considered. You can't get away with old alibies! Just because corn isn't two dollars a bushel, and because there isn't a bumper cotton crop at thirty cents a pound will be no reason for not making quotas.

A New Policy

QUOTAS are broken down to months and weeks. You will know at the end of every week where you stand. Now the quota this year is to be considered the minimum — not the maximum achievement. Salaries, bonuses and next year's contracts will be made on the basis on the percentage of sales *over* quota. Men who do not make their quotas are OUT — understand me — OUT."

There was no table pounding, no snarl, or no tone of threat in his voice, but every man at the meeting sat bolt upright and blinked his eyes. It was evident the sales manager meant business. He had never talked like this before. A lot of salesmen fidgeted in their chairs as the meeting drew to a close. Too many of them had looked upon quotas as something to be made if business

What Happened When One Sales Manager Tried to Enforce a Quota Plan—What Would You Do if You Were in His Shoes?

By EUGENE WHITMORE

was good—if prices were high, crops good and labor widely employed. But they had always been able to explain away any failure to reach the quota in years past.

"S'pose the old man means that about quotas?" was heard wherever the men gathered in little groups as they chatted while waiting for their trains.

A Force of Pinch-Hitters

"DANGER if he didn't sound as if hell was goin' to pop," was the way one man answered the question.

At the end of the first month after the convention thirty-one men out of nearly two hundred failed to make quota. Several were ill and off their territories part of the time. Others attempted to alibi. Three men resigned, knowing full well they had no fair reason for not reaching quota except their own inability.

The sick men were not considered. Ten of the remainder who failed to make quota were dropped. In writing to his men at the end of the month the sales manager said, "I am attaching a list of all salesmen and their exact percentage of quota. The men whose names are followed by a star are no longer with us. The men whose names are followed by a cross were ill part of the month.

There was no other comment, but the fact that more than ten men were no longer with the company, and that these selfsame ten men had the lowest quota per-

centages, was all too plain. It meant that the sales manager was living up to his statement that quotas were quotas, and not mere figures to be dismissed with an idle statement that "business is a little off in my territory."

Such a plan was, the sales manager freely admitted, unusually drastic. But he had another card up his sleeve. For every territory vacated he had a man ready to step into it and start work. They were picked, trained men, whom he had been using as "sharpshooters," and who had been trained and made ready for just such an emergency, without the rank and file of the sales organization knowing anything about them. As fast as they picked men were recruited and put to work sharpshooting. They were given the toughest, most difficult and backward territories in the country. They were tried by ordeal, so to speak, and the sales manager had confidence they could make the quotas in every case.

Where Rules Breed Difficulty

AT THE end of the second month all but two men who had been sent to territories where the old men failed to make quotas, came through with flying colors. One man who worked a territory where the former man had sold but 68 per cent of quota came through with 123 per cent of quota.

When the figures for the second month were all in the sales manager wrote his men. He said, "With the exception of a few absentees and one or two men who were ill, practically every man on the sales force made his quota this month. The territories which were vacated last month showed up particularly well under the cultivation of the new men assigned



HERE is the story of a sales manager who had the courage of his convictions when he inaugurated a new policy whereby he insisted that every man must produce his quota or forfeit his place with the organization.

The plan worked well for a few weeks, then discontent began to breed, men resigned right and left, and the morale of the whole organization began to suffer.

Now the sales manager is undecided whether he should "fight it out on this line," having set his policy, or whether he should admit defeat and go back to his previous more slipshod method of management. What would you do?

to these so-called 'impossible territories.' Which proved but one thing—that the quota can be made, and that we can get men who can sell their quotas."

No more was said. The sales manager congratulated himself that his plan had worked so well. He sat back to watch results during the third month. At the end of the third month eight men resigned before their quota figures were printed. Several others—an appalling number, compared with the second month—fell behind quota. Some of the best men in the company, men who had been looked up as veterans, fell behind the third month.

The situation was serious. The sales manager didn't have enough men in training to fill the vacant territories. He needed the business turned in by the men who failed to make their quotas. While he had determined to sell the quota, and force every man to reach quota, he trembled just a trifle when he considered what it would mean to fire all these men.

But it was difficult for him to back water.

So he decided to keep a stiff upper lip, let it seem that he had fired the men who quit, and say nothing about it.

But the men in the field were on edge. It seemed as if their jobs hung by a thread and at the end of the fourth month they saw that several old names long familiar to them, were missing from the lists of salesmen. More men resigned. More were hired to take their places. More men failed to make quotas. Others made the quotas one month at the expense of collections, good-will and next month's business.

In private, this sales manager admitted to me in August that he had virtually managed to keep every man up to quota, but "I've paid a terrible price for it, I'm afraid."

Right now, with the end of the year approaching and plans under way for the sales convention, he doesn't know what he should do concerning quotas. He can't decide whether to continue his hard-

boiled, iron-fisted policy, to let down and go back to the old free and easy method or to abandon quotas entirely, to gamble on total sales coming out all right because of the inevitable few men who always run ahead of quota no matter what happens.

The "Hard-Boiled" Policy

What should this sales manager do? Did he go at his men too viciously at the beginning of the year? Searching for the answer to this problem I interviewed a branch manager for this firm and asked the branch manager to tell me in strictest confidence what he thought of the policy. At first he was not inclined to talk.

"Oh, different men have different methods," he faltered, "and I don't know which is best."

When I bantered him with more questions, and let him know I was simply seeking information, not trying to pin him down he frankly said that he was convinced that the hard-boiled policy was a great mistake.

"Why, we have had more failures to make quota this year than ever before. The men were frightened. You can't crack the whip over the heads of a bunch of salesmen and sit back and watch them pull. My men were all nervous, over anxious to sell, and upset. Men who had never failed to make their quotas until this year, fell way behind. They went to pieces, like an amateur golfer trying to drive off the first tee with a crowd of women giggling and watching him.

"They say a watched pot never boils, and I sometimes wonder if a watched salesman ever succeeds. Frankly, I think there were other ways of handling the situation. Why bother the good men because of a few habitual offenders? It would have been far better to have made a special trip, or held certain men in after the convention, to have this quota business out with them face to face. Then the other men wouldn't have been disturbed. In any normal sales force there are

(Continued on page 620)

How Wheeler, Osgood Conducted an Open House by Mail

THE Wheeler, Osgood Company, door manufacturer of Tacoma, Washington, recently conducted nearly 1,000 jobbers' salesmen on a regular Cook's tour through its factory by proxy. In this manner the firm solved a difficult problem

Western Concern Builds Increased Interest in Line Among One Hundred Jobbers' Sales Forces Through Use of Illustrated Letters

By RUEL McDANIEL

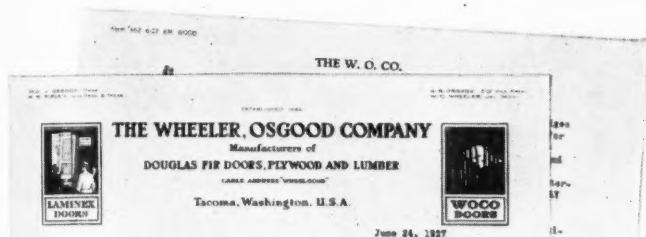
properly presented, it was comparatively simple to induce the dealer to stock the doors to meet the consumer demand created by advertising, providing the jobbers' salesmen—the manufacturer's contact point with the dealer—were sufficiently sold on the product to push it.

There are obviously two general methods of selling. One is on a price appeal, the other on quality. The Wheeler, Osgood Company Laminex door had to be merchandised on the latter basis entirely, because it was out of the price class. Scores of doors sold at a lower price than this company's featured Laminex door.

"To sell on price appeal does not require a great deal of salesmanship," explains F. E. Manning, sales promotion manager of the Company, in outlining the reasons for the novel plan used by the firm to give jobbers' salesmen a better understanding of the factory and product. "Mainly the salesman needs a clear price list and an article that at least is a fair buy. But the salesman who sells a product on quality must go deeper into salesmanship. His product sells at a higher price, and if he sells it, he must be able to tell why it is worth more than others. Unless he has

an intimate knowledge of the manufacturing process of the article, he experiences

get the most out of national advertising and general sales effort, only through the fullest co-operation on the part of the men who make it possible for the ultimate consumer to buy the product. In this case, these men were primarily the jobbers' salesmen. It was comparatively easy to get jobbers to stock the doors by showing them the advertising program, and if the proposition was



Dear Business Getters:

In our last letter, we tried, pretty unsuccessfully we fear, to give you an insight into the operation of the Veneer Plant. What a job! -- To make you familiar in a few typewritten pages with what it has taken us thirty-seven years of enthusiastic concentrated effort to accomplish.

It all boils down to a few essential things, each of which might represent the labor of a lifetime, and no one of which can be overlooked or neglected. The principal requirements are, as we have pointed out, first, a skillful selection of the finest of logs. In other words, the power to see through the bark, through the sap and into the very heart of the log to examine its suitability for this particular purpose. Second, through scientific drying with the knowledge that comes from long experience in this tricky operation, and finally, LAMINEX cement -- and this is the "Blue gum" of veneer work -- the one thing without which we couldn't give the broad guarantee of the yellow label.

Now to answer your questions. WHY is LAMINEX the best door on the market? WHY does it withstand the soaking test? WHY does it stand straight and hang in place without warping? WHY doesn't it swell when soaked for two weeks or shrink when dried at high temperature?

Solid lumber, as you know, is composed of minute cells or packets, filled with liquid, which in turn is composed of cellulose and other chemical elements -- sap, in other words. Now, in drying this lumber, as these cells lose their moisture and collapse, a certain strain is set up, caused perhaps by a difference in size or density of these cells on different sides of a piece and causing a warping and in many cases a winding of a door stile. Cut this stile in two or more places longitudinally and reverse them, putting them together again, and, if your cement joint is strong enough, one strain will counteract the other and your piece will straighten out flat again. Nothing new in this, for the fine cabinet workers of the older countries have used this for centuries. That's why some of the old Italian stringings have been preserved intact for so many hundred years. The application of this principle to a modern manufacture of stock doors like ours, is new. These cores



The proxy tour through the plant consisted of a series of seven descriptive human interest letters which were accompanied by seventeen photographs, each depicting a scene in the factory and illustrating some point described in the letters.

that consistently confronts the average manufacturer who has a sales message which he desires to convey more definitely to the men who sell his products.

Although this company is situated on the extreme western rim of the United States, it has a national distribution of its product, through about 130 large building material jobbers, in the key cities throughout the country. Through national advertising it has created a rather consistent demand for its doors, but the company has always realized that demand or not, it is possible to

something of an adverse sensation when he attempts to prove that his article is worth more than others.

"We realized that we were losing some business because of this condition. The salesmen, in many instances, who sell our doors sell others as well, and the others usually are considerably lower in price. Unless they can give reasons why the dealer should handle our door in preference to others on which the margin is wider and the price lower, they are not going to embarrass themselves by asking a higher price for an article when they can't explain why the article is worth more.

"All along we have considered the education of jobbers' salesmen a part of our regular advertising and sales plan. We send them proofs of all our advertisements and keep them closely informed as to our plans and policies, but manufacturing a veneer door is a highly technical process, not to be explained in general advertising and occasional sales talks.

More Facts for Salesmen

"**WE FELT** the need of giving men who sell our doors a more intimate understanding of the process by which our products are made and why they sell at higher prices than others. Of course we have our branch managers and our own salesmen go through the plant and see for themselves the various operations; but we knew that it would be out of the question to bring the sales forces, of the considerably more than one hundred large jobbers from all over the country, for a trip through our factory. So we did what we considered the best substitute. The results were well above expectations, and obviously, therefore, satisfactory."

The proxy tour through the plant consisted of a series of seven descriptive, human-interest letters, which were accompanied by seventeen photographs, each depicting a scene in the factory and illustrating some point described in a letter.

No better explanation of the object of the series of letters and pictures can be given than that embodied in the first letter of the series. It read:

Dear Business Getter:

If we could get you out here and take you for a trip through the factory, we could fill you so full of selling points and enthusiasm that you would feel as though you had a new eight cylinder engine installed. That's impossible just now, of course, though we hope that your path will lead you in this direction some time.

The First Letter

MEANWHILE, your office heartily approves of a plan we have thought of whereby we can give you a second-hand journey through the works in a series of letters designed to give you exact and interesting information about the manufacturing process of the goods you are selling. We hope you will really read the letters, carry them with you and if there is any good in them for you, dig it out, use it, and take whatever advantage of the plan there may be. Knowledge of the goods you are selling is, of course, a pre-requisite of good salesmanship. However much one may know, there is always something new to learn, especially in an industry which has developed as rapidly and as radically as ours.

There is a bit of interesting history connected with this company. About the time we were starting, over thirty-seven years ago, doors were shipped from the Atlantic coast to Tacoma. It was like a Florida boom—only perhaps more so. Many a family lived in a tent in the back yard while waiting for the house to be built in the front of the lot. Gradually we got under way and began to produce doors for the local market. Then we started after the eastern trade, and in 1894 we shipped our first carload of doors to New England. And as that precious car made its journey from the Pacific to the Atlantic, it passed on its way the last westbound carload of pine

doors, made in New England and destined for Tacoma. We were small then, with a funny little old shack for a factory, no timber, no saw-mill, not much capital and *that* leaking out of the bung-hole pretty fast. But the same group of men have persisted and still run the business of the Wheeler, Osgood Company, unchanged except for the death of our former president, Mr. Wheeler.

The pioneer spirit still prevails, and if there are any new markets to develop, we want to develop them. If there are any improvements to be made in our product, we want to know it and fly at it.

Right now we are full of enthusiasm over the Laminex door, our latest development in the direction of a perfect stock-door. You are familiar with our national advertising in the general magazines—*The Saturday Evening Post*, *House Beautiful*, *House and Garden*, and all the rest.

Altogether, the total circulation of Laminex advertising for 1927 reaches the impressive figure of 4,000,000, while the total number of copies containing Laminex advertising, reaches the enormous number of 30,000,000.

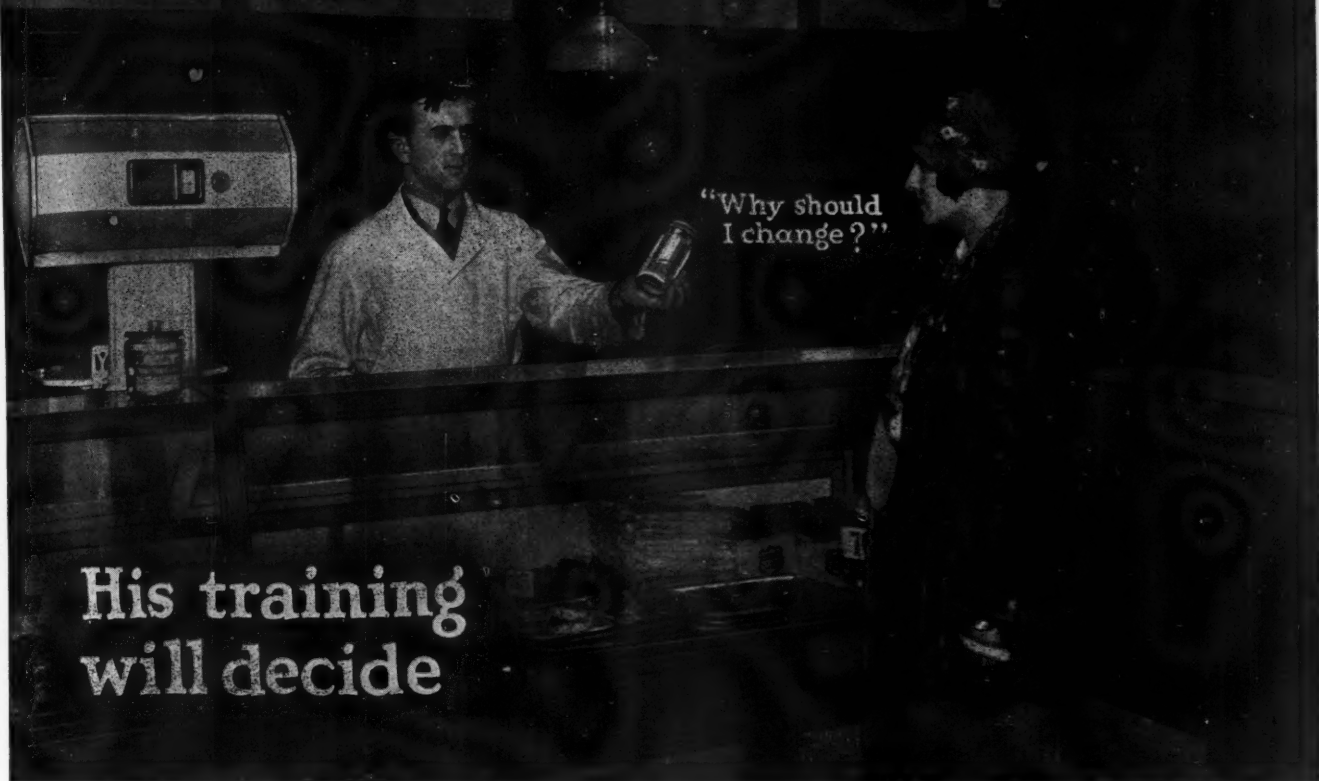
Usable Sales Ideas

THESE publications carry a picture of the soaking test—the most convincing piece of evidence that could be desired. At dozens of conventions throughout the United States, this soaking test has won much favorable comment. The construction of the door, and most important of all, the Laminex cement we use, renders the Laminex door immune to all damage by water. No warping results and no coming apart at the joints. Aren't we justified in pasting a guarantee label on each door that you sell, and standing back of that guarantee?

Now right here is the big sales idea. A Laminex soaking test staged by a dealer will put him in the spot-light and bring more business than anything else he could do for a small part of the cost. Hundreds of live-wire

(Continued on page 622)

Can he answer as you would?



His training
will decide

Consumer contact at the retail sales point is usually the weakest link in merchandising. Our organization is devoted to improving what happens when the final salesman contacts with the buyer.

Jam Handy Picture Service trains men regularly at every dealer's store alike, according to lighted patterns approved by you. It is easy for any dealer or representative to conduct successful meetings, making all the points clear and showing your story in a way that gets understanding. This method is a proven means of sending information and instruction to the field in picture form.

Jam Handy Picture Service can reach 100% of your selling force, with sales promotion pictured to fix your points in every mind clearly. Electric lighted pictures of the right kind will show every dealer and salesman all he needs to know.

We are organized to give whole-hearted assistance to progressive companies that wish to train salesmen by a simple, easy method that saves expense. Ten years' experience in preparing picture material for training purposes has highly developed the skill of this organization in producing lighted pictures of high quality and exceptional effectiveness.

Every picture we have ever produced has helped accomplish the buyer's purpose. Over 150,000 meetings have been held successfully with Jam Handy Picture Service and with our field cooperation, throughout the United States.

Jam Handy Picture Service

Newspapers' Film Corporation

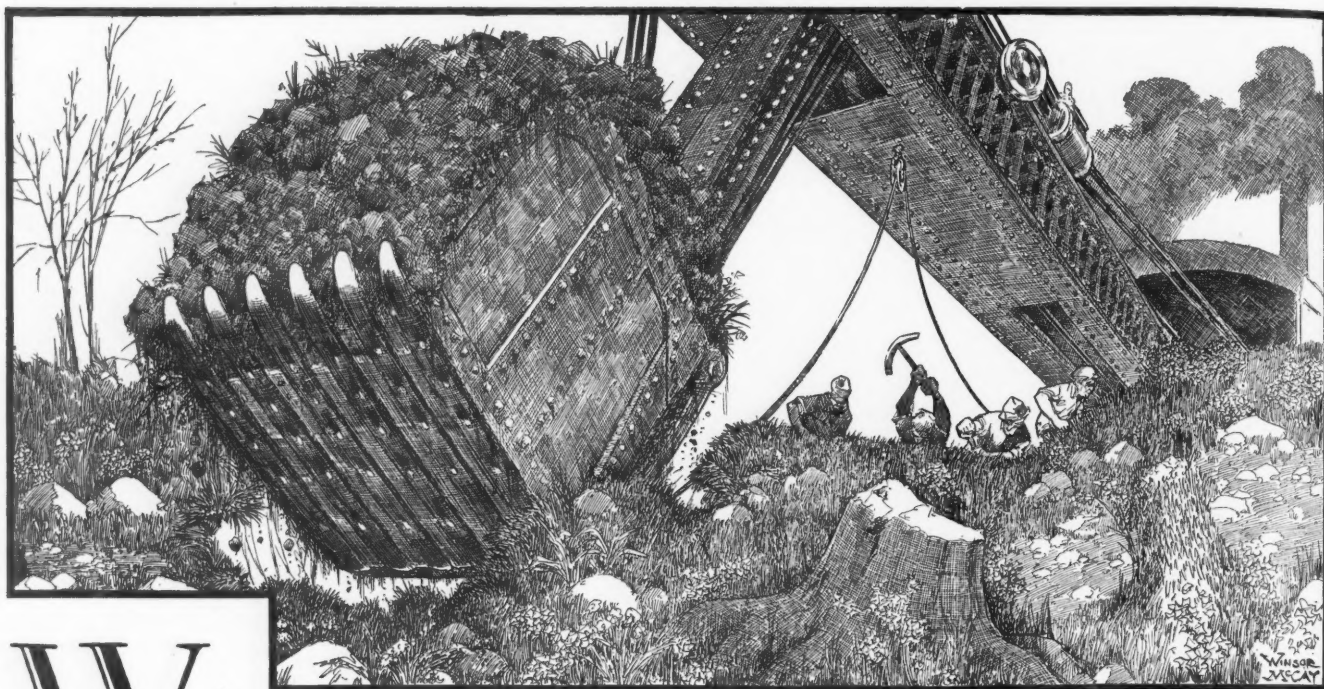
217 West Illinois Street, Chicago

NEW YORK, GRAYBAR BLDG.—DAYTON, 887 REIBOLD BLDG.—DETROIT, GENERAL MOTORS BUILDING
REGIONAL SALES AND SERVICE REPRESENTATIVES AT PRINCIPAL POINTS THROUGHOUT THE U. S.
STILL AND MOTION PICTURES—PROJECTORS—ANIMATED DRAWINGS—SCREENS—SLIDEFILMS

SALES MANAGEMENT, OCTOBER 1, 1927

[561

"...SELL IT IN THE ALL-DAY HOME NEWSPAPER"



Why use a spade when you *need* a Steam Shovel?

Forty men a'digging. That used to suffice—twenty years ago. Today they harness Science. They put Power to work.

"Gur-r-r-r!" chortles the steam shovel. In glides the scoop. Brick walls crumble. Up comes a wagonload. Nothing can resist it.

That is the way the Sunday New York American works for its advertisers.

It tells the hungry desires of a massed and monied million precisely where to turn for automobiles and radios, for Paris modes and tuxedos, for furs, furniture and jewelry. It enlightens many times 1,120,022 ambitious, "Give-me-the-best-you-have" readers about the new breakfast food, what-is-what in refrigeration and where the danger line is. It stirs—works—produces—with *Power in million units—WITH FULL POWER.*

Where smaller circulations move goods like cold molasses, "The Backbone of New York Advertising" exerts its huge strength, breaks down resistance—steam-shovels!

Consumer acceptance becomes consumer demand—*millions faster—years quicker!*

Local drug stores and grocers hustle those goods out on their counters, into their windows.

Salesmen mail in orders, unchaperoned by letters. Jobbers salesmen sell. Sales Managers decide that one sales increase deserves another. *And Presidents, smelling dividends, rejoice* at their happy thought in breaking away from tradition, *in dropping spades* for the great *steam shovel.*

In a market so responsive that a slight innovation in silk stockings can dot the entire city in one week, Full Power quickens—simplifies the entire complicated process of selling.

FULL POWER—the Sunday New York American has the strength of 1,120,022 plus the many more readers on a Sunday!

POWER—its 772,747 in *Metropolitan New York* form the greatest standard Metropolitan circulation in America—morning, evening or Sunday!

POWER—in *Westchester, Suffolk and Nassau*, the three wealthiest buying quality counties in the world it reaches as many homes as its next two standard competitors added together.

POWER—its 283,807 in *The Golden Suburbs* tally higher than all three other standard Sunday newspapers combined—more than all standard weekday morning newspapers combined—more than all standard weekday evening newspapers combined!

Yes, sir—Full Power and on Sunday, the day most families buy one newspaper and read it morning, noon and night.

It's slow digging deprived of Full Power. Don't dawdle. Dominate.

"Gur-r-r-r!" chortles the steam shovel. In glides the scoop. Brick walls crumble. Nothing can resist it.

Sunday New York American

New York, 1834 Broadway
Boston, 5 Winthrop Square

"The Backbone of New York Advertising"

Chicago, 35 East Wacker Drive
San Francisco, Monadnock Bldg.

When the Man the Salesman Slighted Queers the Sale

DO subordinates help you in making your sales or do they hinder you? Most companies find that a great deal depends on the representative in a particular territory and the manner in which he regards a subordinate.

An interesting example of how a sale depended upon the opinion of an office manager recently came under my observation. Mr. Smart, who is representative for a large institution manufacturing a telephonic system for installation in offices, sold his system to the president and general manager of a well-known house. It so happens that the president of this company makes frequent and extended trips over the country, and at times when he is away from the office the business is under the control of the office manager.

During a recent business show the office manager stopped at the booth of the equipment manufacturer to ask a few questions. The sales representative who was in charge of the booth at the time happened to be the same one who had sold his house their system. Recognition on both sides was immediate and the questions the subordinate asked were answered, but they were answered in such a way as to leave a very unfavorable taste with him.

Just recently when the president was away and the office manager was in charge, a prospective customer for a system, two or three times the size of the one installed, called into the house to find out how their system was working and whether or not they would recommend it. Now the system was operating all

Why Some Salesmen Mysteriously Lose Business, and Why Others Hold It Year after Year Despite Everything

By J. T. KEMP



Even the smallest indiscretion or the most trivial act of impoliteness may lose a lucrative account forever, the writer of this article points out. And the salesman who allows such incidents to happen can cost his firm hundreds of dollars of profit.

right, but as there wasn't anything outstanding about it, that left it pretty much up to personal opinion as to a recommendation or a knock for the system. A knock would have been certain failure for Smart because of the reputation of the user's house for efficiency, but a kindly word would have big influence in bringing the prospect to a decision. In this particular case, the office manager had sufficient broad-mindedness to overlook the discourteous treatment he had received from Smart, but he told

me in speaking of it later that he could not help but think of what had transpired.

Another instance enabled a soap manufacturer to break into a publishing house through a little thoughtfulness on the part of the salesman. Mr. Stump was the buyer and happened to be out when the salesman called, but the salesman made friends with his secretary and, taking a sample of buttermilk soap from his sample case, he presented it to the secretary and asked her to use it as her personal soap in the office and tell Mr. Stump how she liked it.

The secretary went a step further; she let others in the office use it and before the salesman made his next call there had been several requests made informally to Mr. Stump to provide that kind of soap in the wash rooms.

While the first sale on this product did not amount to any great sum, that incident happened some five years ago and the publishing house is still using the same brand of soap.

Out in the repair shop of a large railroad yard, Mr. Thorn is a master mechanic. Way down the line in position is his son, whose title is that of foreman. A representative for a railway equipment house thought he stood in pretty high with Mr. Thorn, Senior, and had little respect for the other men he came in contact with; but the father was trying to educate his son in the business so that he could at least step into his position if not surpass him with the company, consequently he arranged to have

(Continued on page 612)

How One Far-Sighted Sales Manager Conquered the New York Market



August 22, 1927

THE NEW YORK WORLD
63 Park Row
New York City

Gentlemen:

We have just closed the first ten weeks of our advertising effort in New York City, on Bean Hole Beans, and because we have used THE WORLD exclusively, you will undoubtedly be interested in the results of the campaign so far

After studying the survey of Greater New York, we determined to centre our efforts on approximately 14,000 of the total 21,000 retail outlets of the city. During the five weeks prior to the appearance of our first gravure advertisement, we sold approximately 8,000 of these 14,000 outlets. This gave us almost 60% distribution of the desirable outlets, and located them strategically in each of New York's sales districts, so that our advertising would bring maximum pressure on each outlet stocking our product.

This distribution was effected through the very competent work of 35 salesmen, backed by the co-operation of your Merchandising Department.

As you know, our only advertising appropriation in New York was \$25,000, all of which was expended in THE SUNDAY WORLD Gravure, with supporting black-and-white copy in THE EVENING WORLD.

The primary effect of this campaign was the sale of 50,000 cases of Bean Hole Beans within a period of ten weeks. This was a volume beyond our expectation, in a market which we had originally believed would require an investment of at least \$150,000 in a number of New York newspapers.

Each week since the launching of our advertising has seen a steady increase in the number of cases sold per week, until in the tenth week the volume amounted to three times the number of cases set as a weekly quota. It is interesting to note in this connection that over 60% of our present volume consists of repeat orders.

Our analysis indicates that this is one of the most outstanding jobs we have done in any city in the United States, and, inasmuch as THE WORLD was used exclusively, we think that you will be equally proud of it.

Two fundamental reasons have undoubtedly made possible this success:

First, the outstanding quality of Bean Hole Beans, a factor which accounts for the "consumer repeat," after once trying the product;

Second, the factor that THE WORLD has so distributed our advertising pressure that acceptance for Bean Hole Beans was started simultaneously among people in all walks of life, because, as you pointed out, THE WORLD reaches the same proportion of families in the "High," "Medium" and "Low" expenditure groups of population. The fact that our repeat volume has come evenly from all parts of the city is the best possible proof of this evenness of WORLD merchandising pressure.

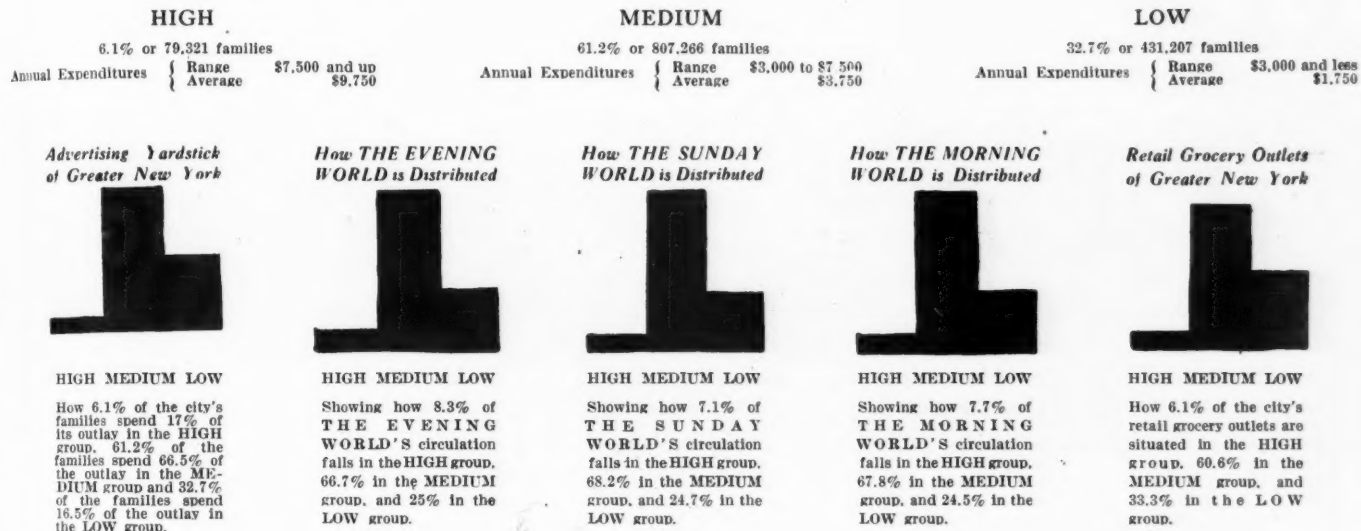
Very truly yours,
VAN CAMP'S

W L Ponder
Division Sales Manager.

MLP/GC

What **Van Camp's** Has Done With Bean Hole Beans in New York Any Other Manufacturer Can Do

THE letter opposite describes one of the greatest single-paper advertising campaigns ever waged in America's largest retail market—a campaign planned originally upon the merchandising data compiled by THE WORLD and subsequently backed up by the survey of newspaper reading habits of Greater New York, made at the request of THE WORLD by New York University. It was shown by searching inquiry in every section of the city that the distribution of THE WORLD paralleled to a marked degree the city's opportunities for volume sales. How important this fact is in the case of WORLD SERVICE, in accomplishing at a minimum of expense a task that has deterred many manufacturers because of its assumed magnitude, is revealed in the following charts, based upon a division of the city into three expenditure groups, as follows.



The Co-Incidence of the Above Charts Indicates the Even Selling Pressure Exerted by WORLD SERVICE on Every Type of New York Home

WE HAVE above the chief factors governing the efficient distribution of merchandise of every character in Greater New York.

In the chart to the left we have the division of the city's population according to its ability to buy, as revealed by the New York University survey. This is the yardstick by which New York newspaper values must inevitably be measured.

In the chart to the right we have the distribution of the retail grocery outlets of the city divided as to their location in accordance with the city's three expenditure groups.

In the middle charts we have the distribution of THE WORLD, weekday and Sunday, and THE EVENING WORLD, as applied to the three expenditure groups—a practical parallel in coverage both as to population and retail grocery outlets.

The deduction is obvious, and was the governing factor in determining Van Camp's to place their entire dependence upon WORLD SERVICE—that its circulation in New York is so evenly distributed that it exerts upon retailer and consumer alike a maximum of selling pressure. Primarily, the effect of WORLD SERVICE placed Bean Hole Beans on the retailers' shelves. This was the result of sound merchandising, aided by the University survey. Subsequently, it moved the stock off the dealers' shelves and into the hands of the consumer—the outstanding test of any newspaper's ability to sell goods. This was the proof of the correctness of the survey's deduction, that the even, city-wide pressure of THE WORLD'S circulation paralleled the city's opportunities for volume sales.

The merchandising service and the data on which it is based is available to any manufacturer who desires to enter the New York market at a minimum of expense.

Pulitzer Building
New York

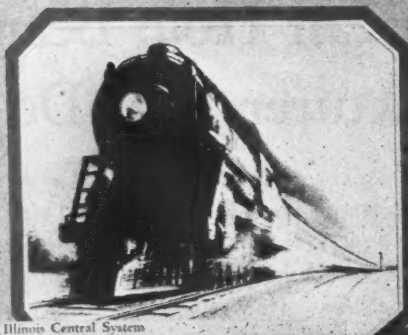
The



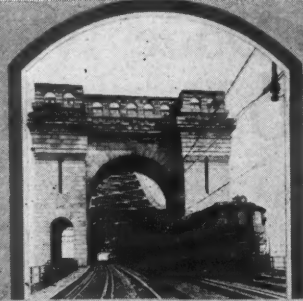
New York

World

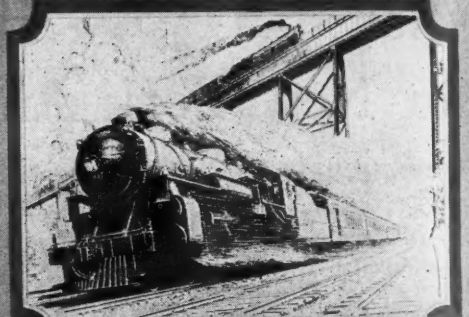
Tribune Tower
Chicago



Illinois Central System
The *Parma Limited*, deluxe train between Chicago and New Orleans.



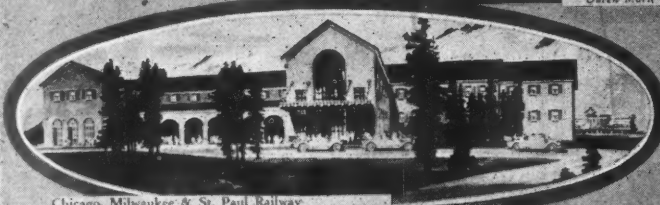
The New York, New Haven and Hartford Railroad Co.
The *Washington-Boston Express* loading Hell Gate Bridge.



New York Central Lines
Twentieth Century Limited under Alfred H. Smith
Memorial Bridge at Castleton, New York.
Copyright 1925, N. Y. Central R. R. Co.



Chicago, Burlington & Quincy Railroad Company
The *Mountain Top* B-1, used to haul special train for Queen Marie of Romania.



Chicago, Milwaukee & St. Paul Railway
New *LaSalle Gateway Inn* and Station at Yellowstone National Park.



Wabash Railway Company
New million dollar locomotive repair shops at Decatur, Illinois.



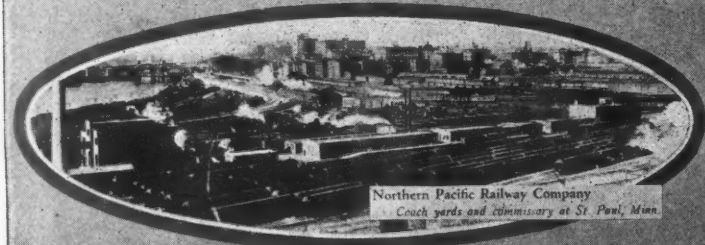
Canadian Pacific Railway Company
Angus locomotive shops, machine shed.



Southern Railway System
The *Crescent Limited*, coach train between New York and New Orleans.



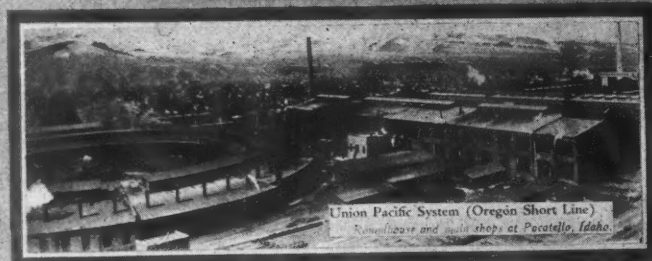
The Chesapeake and Ohio Railway Company
The *"Fast Flying Virginian"*, when fast east of Huntington, W. Va.



Northern Pacific Railway Company
Coach yards and commissary at St. Paul, Minn.



Atlantic Coast Line Railroad Company
James River bridge, Richmond, Va.
Photo by Atlantic Coast Line Railroad



Union Pacific System (Oregon Short Line)
Roundhouse and shops at Pocatello, Idaho.



Norfolk and Western Railway Company

a

These illustrations represent just a few of the important railroads of the United States which are subscribers to **The Iron Age**. The complete list includes practically every road operating

500 or more miles of track. Which simply shows that this big industry also finds an authoritative and dependable metal trades paper of value in the conduct of its business.



The principal retail district of Batavia, New York, in whose stores a Dartnell investigator checked the stocks of advertised merchandise.

Dartnell Check-up on Distribution of Advertised Products

THE first article of the Batavia group showed the distribution of grocery, jewelry and electrical products. In this article, the second of the Batavia group and the fifth in the series, the distribution of advertised products in the radio, hardware and automotive equipment fields will be discussed.

From the results shown in the survey in Batavia, we have found that in most cases the distribution figures compare with those of Appleton, Wisconsin, with only a slight variation. Although there is not much difference in the final figure, a careful analysis of the figures will show that there is a variation between the distribution of the products checked.

The distribution figure in Appleton for radio products was 14.1 per cent and in Batavia it was 15.4 per cent. For hardware products in Appleton it was 28.1 per cent and in Batavia 30.2 per cent. Automotive equipment products in Appleton had an average distribution of 16.7 per

Showing the Results of the Survey in Batavia, New York, for the Radio, Hardware and Automotive Equipment Stores

The fifth article of a series

Batavia, New York

cent and 16.5 per cent in Batavia.

Of the seven stores checked for the radio and radio equipment group, only one was an exclusive radio shop. Three of the other stores were electrical stores, one a music store, one man had a line in with a soda fountain and confectionery store and the last one was in connection with an automobile accessory store. The one store that is the exclusive radio store in the city carries a good stock of radios and equipment while the others all have smaller stocks and do not push them as hard as they do their other lines. In addition to their complete radio line, this one store carries a line of batteries and does a good business in battery charging.

All of these merchants feel that summer is the poorest time of the year to sell radios and conse-

quently have let their stocks go down until the fall season, when they will enter the most active season of the year. The one exclusive store reported that its sales were lower than at any other time of the year, but that volume had

shown an increase over the same period last year.

Radio Products

Out of the list of twenty-six products checked in these stores, not one could be purchased in every store. The only products that had distribution of 50 per cent or better were Eveready batteries and Philco batteries. Eveready batteries were found in five of the seven stores and Philcos in four of them. This was true for Eveready in Appleton, as it was one of the three products found there that had a distribution of 50 per cent or better. Philco batteries were found in only one store there.

Atwater Kent sets, All-American sets and parts, Burgess batteries, and Magnavox speakers

Distribution of Seventy-seven Nationally Advertised Hardware Products in Batavia, New York

Product	Per Cent Distribution (5 Stores)	Product	Per Cent Distribution (5 Stores)	Product	Per Cent Distribution (5 Stores)
Ace Knife Sharpener.....	40.0	Flit.....	0.0	Sani-Flush.....	100.0
Alaska Freezers.....	40.0	Fulton Line of Hardware.....	20.0	Sapolin Enamel.....	60.0
Armstrong's Linoleums.....	20.0	Gillette Razors and Blades.....	80.0	Sargent Hardware.....	80.0
Atkins Saws.....	80.0	Griswold Aluminum.....	40.0	Schick Repeating Razor.....	0.0
Bassick Casters.....	0.0	Hartshorn Shade Rollers.....	0.0	Shaler Vulcanizer.....	20.0
Bird's Rugs.....	0.0	Hotpoint Irons.....	80.0	S O S Cleaner.....	0.0
Bissell Carpet Sweepers.....	80.0	Howe Scales.....	0.0	Standard Plumbing Fixtures.....	80.0
Bob-a-Lawn Lawnmower.....	0.0	Johnson's Polishing Wax.....	100.0	Stanley Super Vac.....	0.0
Bright Star Flashlights.....	20.0	Johnson Outboard Motors.....	0.0	Stanley Tools.....	80.0
Brillo.....	20.0	K-V Hangers.....	0.0	3 in 1 Oil.....	100.0
Browne & Sharpe Hair Clippers.....	0.0	Keen Kutter Cutlery and Tools.....	40.0	True Temper Hoes.....	0.0
Burgess Norton Hatchets.....	0.0	Kester Metal Mender.....	0.0	Twinplex Stoppers.....	20.0
Coleman Lamps.....	20.0	Leonard Refrigerators.....	20.0	Ulster Pocket Knives.....	20.0
Congoleum Rugs.....	40.0	Lorain Stoves and Regulators.....	40.0	Universal Household Helps.....	40.0
Corbin Locks and Hardware.....	80.0	Luther Grinders.....	40.0	Valet Autostrop Razors.....	60.0
Crescent Tools.....	80.0	Majestic Garbage Receiver.....	40.0	Valspar Varnish.....	100.0
Curfit Razors.....	0.0	McKinney Hardware.....	0.0	Viko Aluminum.....	20.0
Devco Paints.....	0.0	Mirro Aluminum.....	60.0	Vollrath Ware.....	0.0
Disston Saws.....	100.0	Murphy Varnishes.....	40.0	Wear-Ever Aluminum.....	40.0
Drano.....	20.0	Nesco Products.....	20.0	Wheeling Products (pans, cans, ovens).....	20.0
Duco Paints.....	0.0	O-Cedar Mops and Polishes.....	100.0	Whippit.....	0.0
Durham Duplex Safety Razor.....	80.0	O V B Hardware.....	0.0	Wiss Scissors.....	100.0
Dutch Boy White Lead.....	80.0	Perfection Stoves.....	60.0	Yale Locks.....	80.0
Easy Set China Robe Hook.....	20.0	Pratt and Lambert Varnish.....	60.0	Yankee Tools.....	80.0
Ever-Ready Blades, Razors.....	100.0	Pyrene Fire Extinguisher.....	40.0		
Eveready Flashlights.....	60.0	Pyrex Glassware.....	80.0		
		Red Edge Shovels.....	0.0		
				Average Distribution.....	38.0

were all found to have two dealers handling their products. Three of the stores sold Cunningham tubes. These products were found to have only one dealer in the city handling them: American Bosch receivers, Fada equipment, Ce-Co tubes, Exide radio batteries, Unitron battery chargers, Pathe speakers, U S L batteries, and Vesta batteries and chargers.

Amsco radio products, Clear-tone receivers, Magnatron tubes, Kellogg equipment, Marko batteries, National batteries, Ec-Centric speakers, Sonora sets and loudspeakers, Stewart-Warner products, Thomas batteries and Zenith receiving sets had no representation in these stores.

The average number of these twenty-six products handled by all of the stores was four. The average percentage of distribution figure was 15.4 per cent. With the coming fall season, accompanied by more activity in broadcasting—the world series, football games and better studio programs—these dealers will build up their stocks.

Automotive Equipment Products

Thirteen stores were checked in Batavia for the group of advertised automotive products. Only

two stores could be said to be real accessory stores, although they too carried some other lines. One had a line of sporting goods and the other had radios. The other outlets were garages, tire shops, or battery service stations selling a small line of accessories in addition to their main line. Other stores handling a few accessories were car dealers having a parts department and keeping a small stock of accessories for the convenience of their customers.

The large amount of transient business in this city should be recognized. Batavia is on one of the best known national highways, in addition to being the hub of a network of state and county roads that reach out over the entire state. Because of this there is a large number of garages and service stations located here. Service stations and smaller outlying garages were not included in this survey, as in most cases gasoline and oils were the only products that they handled. With this in mind, some of the products shown in this survey have very poor distribution and some of the better known manufacturers have no distribution in these stores whatever. At the same time we must keep in mind the fact that some manufacturers prefer to sell to only one dealer in a town.

Not one of the fifty products checked in this group had 100 per cent distribution. Only two of them had better than 50 per cent distribution. Weed chains being found in nine out of the thirteen stores and A C spark plugs in seven out of the thirteen stores. Five other manufacturers come close to having 50 per cent distribution, having their product in six out of the thirteen stores. These products are: Mobiloil, Alemite, Eveready flashlights, Klaxon horns, and Boyce Moto-Meters.

A tourist or a Batavia car driver would have a hard time finding some of the products in any of these stores if he ever wanted them as a result of seeing their advertising. These products that had no distribution in any of these stores are: Ajax tires, Texaco, General tires, Bohalite pistons, Bright Star flashlights, Quaker State oil, Mason tires, Marland oils, Kelly-Springfield tires, Fandango Autoseat covers, Exide batteries, Ideal Rode-Lite, Garco brake lining, Hassler stabilizers and accessories, Stop Thief auto locks, En-ar-co motor oils, Philco batteries, and Snap-on wrenches. Quaker State oils were noted to be sold by two of the filling stations in the city, but this type of retail outlet was not



57
years
of
public
confidence

First of all a great newspaper

WHEN newspaper men discuss the really great newspapers of America, THE INDIANAPOLIS NEWS is invariably included among the first ten.

High tribute as this is, of greater significance to advertisers is the unusual prestige of The NEWS in its own community and state. . . . Throughout its fifty-seven years of honorable and faithful public service, The

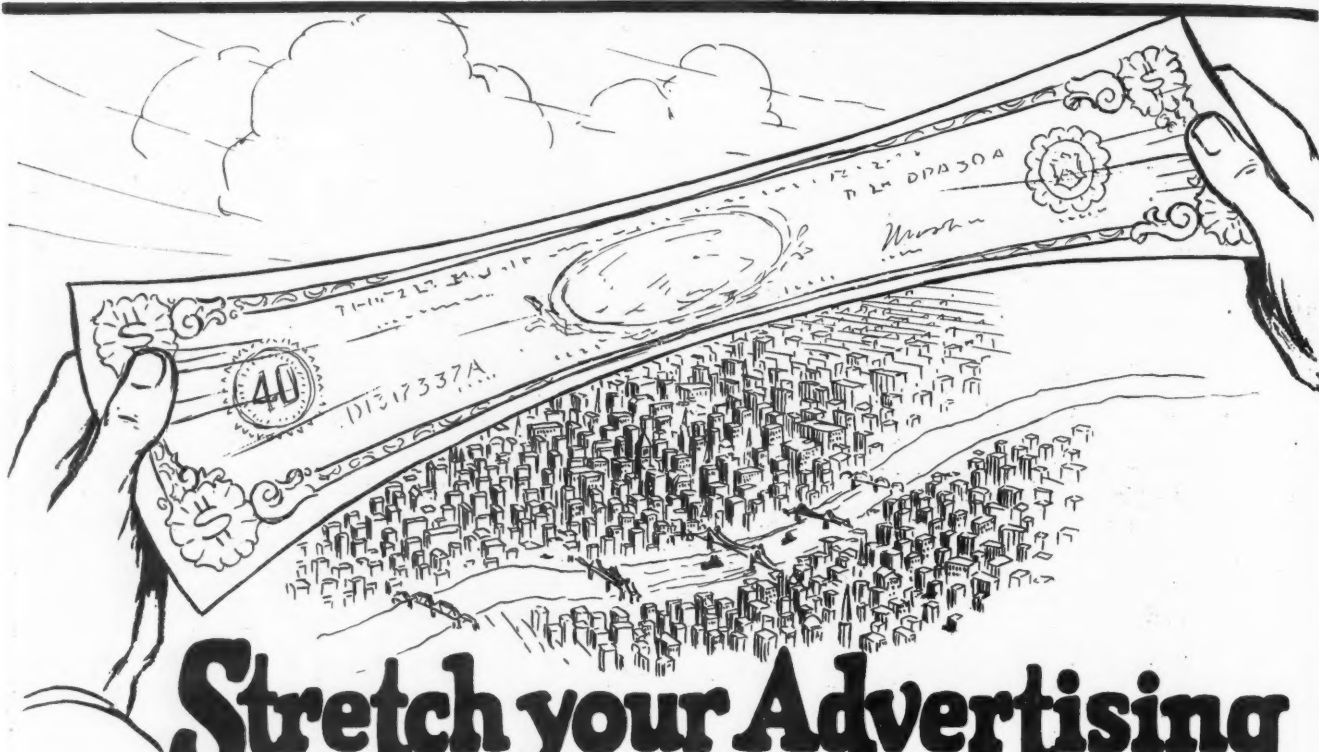
NEWS has always held the full confidence and respect of its readers—they admire its integrity, its fairness, its thoroughness, its intelligence.

Newspaper circulation can be forced by artificial stimulus—advertising volume can be gained by overbalanced selling effort . . . but all the gold in the land will not buy confidence built upon CHARACTER—it must be earned!



The INDIANAPOLIS NEWS *sells The Indianapolis Radius*

FRANK T. CARROLL, Advertising Director
NEW YORK: DAN A. CARROLL,
110 East 42nd Street
CHICAGO: J. E. LUTZ,
The Tower Bldg.



**Stretch your Advertising
Dollar over Cincinnati~**

by using

The Cincinnati Post

The Lowest Milline Rate (1.52)

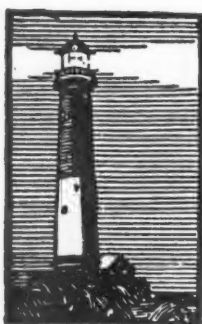
The Largest Circulation (A.B.C.)

Total Circulation **209,925**

City and Suburban **132,239**

*The Best Buy—Barring None—within
300 miles in any direction*

The Cincinnati Post



A SCRIPPS-HOWARD NEWSPAPER

Member Audit Bureau of Circulations

NATIONAL REPRESENTATIVES: ALLIED NEWSPAPERS, INC.

250 Park Avenue, New York City

410 N. Michigan Blvd., Chicago

DETROIT

:

SAN FRANCISCO

:

SEATTLE

:

LOS ANGELES

Distribution of National Advertised Radio and Automotive Products in Batavia

Automotive Products

Product	Per Cent Distribution (13 Stores)
A C Spark Plugs	53.8
Ajax Tires	0.0
Alemite	46.2
Atwater Kent Ignition	15.4
Bohnalite Pistons	0.0
Bosch Magnetos, Starters	15.4
Boyce Motometers	46.2
Bright Star Flashlights	0.0
Duco Polish	30.8
En-ar-co Motor Oils	0.0
Eveready Flashlights	46.2
Exide Batteries	0.0
Fandango Auto Seat Covers	0.0
Firestone Tires	15.4
Fisk Tires	15.4
Garco Brake Linings	0.0
Gates Fan Belts	38.5
General Tires	0.0
Gill Piston Rings	7.7
Goodrich Tires	15.4
Goodyear Tires	23.1
Hassler Stabilizers	0.0
Houdaille Shock Absorbers	7.7
Ideal Rode-Lite	0.0
Johns-Manville Brake Linings	15.4
Johnson's Polishing Wax	15.4

Product	Per Cent Distribution (13 Stores)
Kelly Springfield Tires	0.0
Klaxon Horns	46.2
Marland Oils	0.0
Mason Tires	0.0
Miller Tires	7.7
Mobiloil	46.2
Multibestos Brake and Clutch Linings	7.7
Neverleak	30.8
Pennzoil	38.5
Perfect Circle Piston Rings	23.1
Philco Batteries	0.0
Quaker State Motor Oil	0.0
Rusco Brake Linings	7.7
Shaler Vulcanizer	23.1
Simoniz	30.8
Snap-on Wrenches	0.0
Stewart-Warner Products	38.5
Stop-Thief Autolocks	0.0
Texaco	0.0
Timken Bearings	15.4
U. S. Tires	7.7
Veedol	15.4
Weed Chains	69.3
Winterfront Shutters	7.7
Average Distribution	16.5

Radio

Product	Per Cent Distribution (7 Stores)
All American Transformers, Sets	28.6
American Bosch Receivers	14.3
Amsco Products	0.0
Atwater Kent Radios	28.6
Burgess Batteries	28.6
Ce-Co Tubes	14.3
Clearstone Receivers	0.0
Cunningham Tubes	42.9
Ee-Centric Speakers	0.0
Eveready Batteries	71.4
Exide Radio Batteries	14.3
Fada Equipment	14.3
Kellogg Equipment	0.0
Magnatron Tubes	0.0
Magnavox Speakers, Sets, Tubes	28.6
Marko Batteries	0.0
National Batteries	0.0
Pathe Equipment	14.3
Philco Batteries	57.1
Sonora Sets, Loudspeakers	0.0
Stewart-Warner Products	0.0
Thomas Batteries and Units	0.0
U. S. L. Batteries	14.3
Unitron Battery Chargers	14.3
Vesta Batteries, Chargers	14.3
Zenith Receiving Sets	0.0
Average Distribution	15.4

checked. Exide batteries were handled by the exclusive radio store in the city.

These seven products were sold in but one automotive equipment outlet: Rusco brake linings, United States tires, Miller tires, Gill piston rings, Houdaille shock absorbers, Multibestos brake and clutch linings, and Winterfront shutters.

Stewart-Warner products, Pennzoil and Gates tires and fan belts were found in five out of the thirteen stores. For Gates tires and fan belts, two of the stores had both the tires and fan belts and three had only fan belts.

The percentage of distribution figure for this group of products in Batavia was 16.5 per cent and in Appleton it was 16.7 per cent. The average number of these products found in all of the outlets checked was 8.2.

Hardware Products

The report of the investigator shows that the hardware store in Batavia is one of the best classes of stores to be found in the city. There were seven stores checked for this group of products. Of the seven, one was a paint store,

one an implement company selling farm machinery largely, but also carrying a fair line of hardware for this type of store, and one was a small hardware store that specialized more on contract tinning and plumbing. The other four stores were all good hardware stores with good stocks. In the chart for this group of products, only the figures for the five hardware stores are shown.

Not one of the products listed had 100 per cent distribution. Ever-Ready blades and razors, 3-in-1 oil, O-Cedar mops and polishes, and Valspar varnish were found in six out of the seven stores checked. These products had 100 per cent distribution when only the hardware stores are considered. In addition to these four, Johnson's polishing wax, Sani-Flush, Wiss Scissors and Disston saws also had 100 per cent distribution when only the hardware stores are considered, making a total of eight having 100 per cent distribution in the exclusive hardware stores.

Twenty-three of the seventy-seven products checked in this group were not to be found in any of the stores. Fourteen of

them were found in only one outlet. Thirty-eight per cent is the average distribution figure for this group of products.

The last article for the Batavia group will appear in the next issue of SALES MANAGEMENT. In this article the results found in the shoe, drug, clothing, furniture, and dry goods stores will be given.

CLOCK CONCERNS TO RUN CONTEST

A MERCHANDISING contest was recently announced by the Clock Manufacturers Association of America, which has already attracted country-wide interest on the part of retailers. Cash awards are being offered for the best dressed windows and interior displays featuring clocks.

Besides offering these awards to stimulate originality of retailer presentation of clocks and watches made by members of the association, the organization is awakening many fields of commerce and industry with its slogan, "Time is Opportunity—Keep a Clock in Sight."

The Trading Center Versus the County in Market Analysis

AN ENTIRELY different method of market analysis, budgeting and sales control is shown by what is termed the trading center system. So far, we have considered measuring markets through analysis of states and counties. The chief argument which might be used in favor of the trading-center business, compared with the state or county system, is that in working by trading-centers you put your sales energy where it will do the most good. You go where the standards of living, buying facilities and buying power are most favorable.

Fortunately for the inquiring sales manager, the exponents of the trading-center method have been most liberal in spending money for research and in publishing their findings. Some marvelous figures on trading centers

Some Disadvantages of County and State Lines as the Basis for Market Analysis and Quota Setting

The nineteenth article of a series

By CHARLES W. HOYT

are available. I have never been told what the work done by the International Magazine Company in developing the figures for the trading centers cost. I believe the work would take at least ten men a full year to do and I am probably low in making that estimate. The first figures came out some years ago. They have been gradually revised and improved. We now have a book, published during the past few months, called "The Cosmopolitan Market, a Merchandising Atlas of the United States." I recommend this book to any sales manager desiring to know more about trading-center methods. I believe

that it would be available to any deserving firm.

Two important considerations that recommend the trading-center method are:

1. There are so many counties in the United States (about 3,300) that keeping records on each, individually, is too difficult a bookkeeping job.

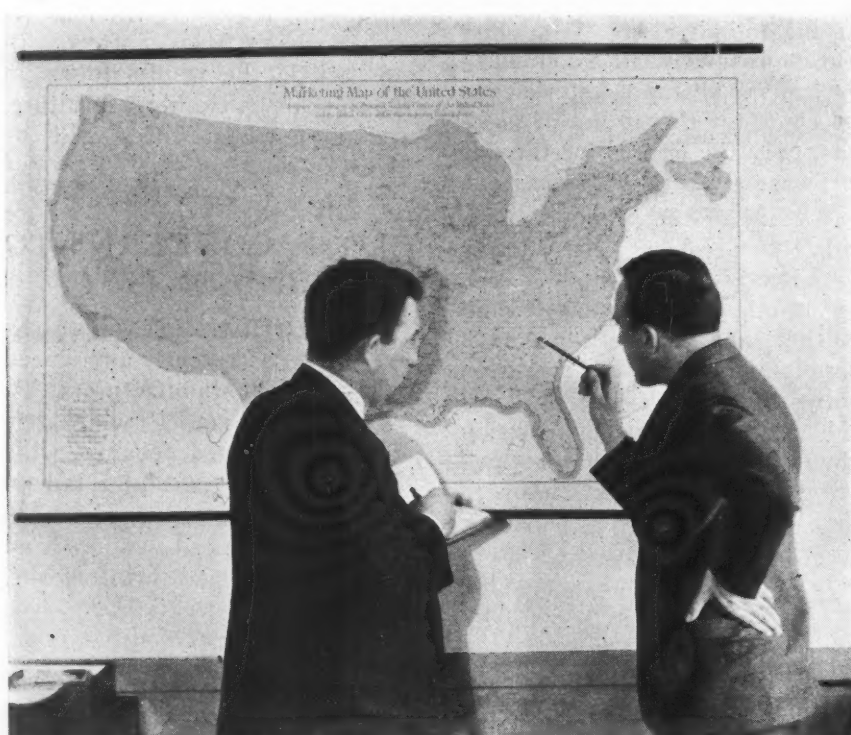
The Trading-Center System

2. Many manufacturers cannot trace their trade by counties. This is particularly true if a firm sells through jobbers. Even if a manufacturer sells direct to retailers and covers cities as small as 5,000, or even 2,500 population, there are many counties in which he will have no customers. The thing which is happening is that the trade with such counties is going to some larger city, in a neighboring county, and swelling the sales of that county. Therefore the counties which have no trading centers, but which simply belong to the trade area of some other, should be grouped together and treated as one commercial unit.

The book to which I referred in the last chapter, published by J. Walter Thompson, entitled "Population and Its Distribution," is also admirably adapted to develop the trading-center system.

The weakness of the Cosmopolitan data is that it ignores rural population altogether. This does not make much difference in a state like Massachusetts which is predominantly urban. It is very important in certain western states where 50 per cent of the population is rural. The J. Walter Thompson book is much better, in that it groups all counties by trading centers and then accounts for the entire population of the United States in terms of trading centers.

One of the best jobs that has been done on grouping counties



The chief argument which might be used in favor of the trading-center system compared with the state or county system, is that in working by trading-centers, you put your sales energy where it will do the most good. You go where the standards of living, buying facilities, and buying power are most favorable.

The BOSTON MARKET

9th in Size .. 4th in Wealth

MEASURED by population alone Boston ranks *ninth* among great cities. But measured by total wealth—Boston is *fourth* in sales importance—outstripped only by the much more populous cities of New York, Chicago and Philadelphia.

In Boston's Key Market live 388,000 families worth \$9,000 each—a tremendous concentration of people and wealth.

From this Key Market—within a twelve-mile radius of Boston's City Hall—the Boston department stores draw three-quarters of their total business. In it retail outlets of every description are most numerous and most prosperous.

Here the Globe dominates

In this key area the Globe concentrates its circulation. Here the Sunday Globe has a larger circulation than any other Boston paper. The circulation of the daily Globe exceeds the Sunday.

Successful advertisers recognize this leadership by placing more lineage in the Globe than in any other paper.

The Globe stands out as a leader because it covers Boston's buying group—every day in the week. The reason for this day in and day out hold upon its readers is that the Globe appeals to all classes of Boston people—regardless of race, creed or political affiliations.

Men like the Globe's impartial editorial discussions—the facts in general news, free from bias. Women find in the Globe a Household Department that guides them in their daily problems.

These people form Boston's buying group. To reach them the Globe must be the back-bone of every Boston advertising campaign.



Our new booklet, "Boston—4th Market," contains valuable sales data about the Boston market. We shall be glad to send you a copy on request.

The Boston Globe

The Globe sells Boston's Buying Group

Audited Net Paid Circulation for 6 months ending March 31st, 1927 — Daily 286,361 ... Sunday 333,452

SALES MANAGEMENT, OCTOBER 1, 1927

[573]

by trading centers is that of the Department of Commerce in its book, "Atlas of Wholesale Grocery Territories." This is in a Domestic Commerce Series, No. 7, issued by the Government Printing Office, Washington, D. C. It contains 157 pages and sells for \$1.25. It is designed primarily to show the flow of trade from wholesale grocers to retailers, but the grouping of counties is applicable to many products besides grocery items.

In most of the assembling of these figures the number of trading centers which are shown for the United States is 663. This varies a little bit, but for the most part you can assume that there are 663 trading centers. It is fair to say that if you had your goods on sale in these 663 trading centers that you would have an excellent distribution. The book published by the International Magazine Company called "The Cosmopolitan Market" lists 657 trading centers. This book appeared about November, 1926. A small book or pamphlet which was published by the same company in 1922 listed 663 trading centers.

Trading-Center Studies

POPULATION and Its Distribution" showed in its fourth edition, published in 1926, a list of 679 important cities in which large department stores can and do operate. This book also shows that situated near larger centers and operating as sub-centers to them are 632 additional towns or cities.

It is interesting to notice that in many cases these trading centers extend across state lines, to cover the areas embraced by various centers. The Thompson book, in listing and showing these trading centers, or shopping centers, divides the country into twelve districts.

An illustration of how the trading centers are shown might be made up from examples in the State of Ohio. In this state "The Cosmopolitan Market" shows 30 trading centers, in addition to which there are named 5,273 places. In connection with these

30 centers are 148 other urban places. The population of these (approximate) 180 urban points represents 64.4 per cent of the total population of the state. Contrast the 180 urban points with the 5,273 other places in the state.

Taking the 30 principal trading centers of Ohio we find that these comprise 49.4 per cent of the population and 72.8 per cent of the state income tax report. Finally, over two-thirds of the total number of retail outlets are included in the 30 trading centers.

Planning Sales Activities

COSMOPOLITAN'S book points out that in the 150 points in Ohio, which are easy to reach, are 3,758,000 of the people out of the total of 5,750,000 people of the entire state. To see what these figures mean we will consider one field, namely the drug field. We find that in these 150 points are 1,906 drug stores which represent 7.6 per cent of the state's total.

On the assumption that our resources permit the operation of one man only in the state of Ohio and that we want to call on all the worth-while stores four times a year, let us see what the requirements are.

Suppose we take, as a starting point, the stores which are rated at \$5,000 and over. One salesman would do well to average eighty calls a week for fifty weeks, or 4,000 interviews a year. If a man makes, each year, four calls per store, then he can average about 1,000 stores.

If we turn to the thirty trading centers of Ohio we find that in those cities are 1,038 drug stores rated at \$5,000 and over. We can then conclude that until it is possible for us to increase our manpower in Ohio, the limit of our activity will have to be the principal trading-center markets, or the thirty cities. Should we not do this we will be obliged to abandon our attempted program and permit the salesmen to run all over the map indiscriminately. Accordingly, we have before us a very definite program under which, by the use of one man in Ohio, we can confine our efforts

to these chief trading centers. The arguments which I am advancing here are those which have been put in the book "The Cosmopolitan Market."

In the Thompson book, for Ohio, we find listed twenty-one centers, with sixty sub-centers. The meaning of the sub-centers is that they are centers tributary to the twenty-one chief centers. We find that in these combined twenty-one centers with sixty sub-centers is located 56.12 per cent of the population of the state and 79 per cent of the income-tax returns and 99.53 per cent of the leading department stores of the state.

A sales manager desiring to be adequately represented or desiring to obtain adequate distribution for the entire United States or any part of it, might well be satisfied in the majority of cases (depending upon the commodity which he sold) if he succeeded in placing his products in all of the trading centers under some such one of the classifications which we have shown.

Sources of Information

ANOTHER good book for the use of a sales manager interested in the laying out of territories, through the use of cities as measuring rods, is entitled "A Study of All American Markets." This book has been brought out by an association known as "The 100,000 Group of American Cities." This group is located at 19 South La Salle Street, Chicago. Although the book is priced at \$10, it is my understanding that a copy may be secured free by any reputable firm which is doing advertising or is interested in newspaper advertising.

Another valuable book for the use of a sales manager interested in the laying out of territories, through the use of cities as measuring rods, is entitled "A Study of All American Markets." This book has been brought out by an association known as "The 100,000 Group of American Cities." This group is located at 19 South La Salle Street, Chicago. Although the book is priced at \$10, it is my understanding that a

To the Thousand and Ten Who Said It with Subscriptions

THE Dartnell Corporation has just been paid the highest compliment which a publisher can receive.

Since we took over PRINTED SALESMANSHIP on September 1, we have received more than one thousand new subscriptions. This represents a return of better than 15 per cent from our announcement—enough new subscribers to bring out the first issue under Dartnell management with 25 per cent increase in paid-in-advance circulation!

We wish to thank these printers and buyers of printing for this substantial expression of confidence. We assure them that nothing will be left undone to make PRINTED SALESMANSHIP deserving of their confidence in Dartnell.

All we ask is a fair chance. Rome was not built in a day, neither can a magazine be built in three weeks. We hope you will like this issue. But do not expect too much. It has always been the Dartnell plan to start modestly and constantly improve. That is the policy we will follow with PRINTED SALESMANSHIP.

If you like this issue tell your friends—especially your printer friends. If you do not like it tell us. Only through constructive criticism can we give you what you want.

THE DARTNELL CORPORATION, *Publishers*
NEW YORK • CHICAGO • TORONTO • LONDON

copy may be secured free by any reputable firm which is doing advertising or is interested in newspaper advertising.

The publishers of one prominent newspaper in each of 93 cities participated in bringing out this book. As a result, we are furnished with a study of 93 principal markets. This group of 93 cities, or markets, includes virtually every city of 100,000 population or over. The figures for these 93 markets are assembled and show that, in the aggregate, the population of these cities is 39,273,535. The trading population of each center is given and the estimated trading population of the 93 centers is 65,483,984.

Each of the 93 centers is covered in a number of separate pages. With each is given a map showing the center itself and the outlying or trade points. For each market, or city, is given a considerable amount of worthwhile information, including population, numbers of different types of retailers, and automobile registrations. There are fifty different items on which information is given for each city.

Reliable Sources of Data

Then, for each of the outlying points, the same information is given with reference to these fifty different items. To illustrate, we are told that in Dallas, Texas, there are 48 florists. Then, with reference to about 25 outlying towns, we find that only in about one of three or four is there located a florist. Thus, in McKinney, Texas, we find two florists, whereas in Milford and Palmer, Texas, we see that no florists are listed.

The book is a handsome piece of work, well bound, beautifully printed. It contains 600 pages. It is accompanied by a marketing map of the United States in which are shown the location of 8,073 towns. It is another excellent example of the very complete information which is available at practically no cost to the sales manager.

A measure for building quotas for markets or territories may consist of states, counties, town-

ships, towns, or even city blocks.

We can measure potentiality of territories by states and that is probably sufficient in many cases, except that we must be alert to the difference in potentiality in different parts of the state. If we select states for our measure we have available certain statistics such as population, automobile registration, farm values, number of manufacturers' establishments, etc.

On the whole, however, state lines are not good for dividing lines in allotting territory or in measuring markets. It is much more desirable to consider parts of the states, rather than states as a whole. If we decide to divide states we must pick out some new unit, that is some sort of a geographical unit which is so generally recognized that we can easily obtain statistics. We have this, in an ideal way, in what is known as the county.

The county often represents the best possible way for measuring existing business and for supplying indexes which will give us a measure of potentiality, or a proportion.

At the beginning it may be difficult for a sales manager to have his business—that is his orders or his ledger charges—divided by counties; but, having established the method, it is certainly easy to follow it along.

It is interesting to note that there are hardly any situations in the entire United States where it will be necessary to divide a county for the purpose of measuring territory or of allotting territory. Such counties as Cook County (which is Chicago) or the counties that make up New York City might call for a sub-division. In such cases it is possible to measure territory by city blocks or by boroughs.

Banker Sees Advertising as Inspiration to Employees

IN A recent speech delivered before the trust advertising session, twelfth annual convention of the Financial Advertisers Association at West Baden, Indiana, September 15, C. R. Holden, vice president of the Union Trust company, Chicago, said, "I cannot refrain from calling attention to the influence that advertising may have on officers, directors, and routine employees. Everyone in an institution or directly connected with it needs to have his attention called occasionally to the opportunities for service and the responsibilities of that institution. Every employee needs to be kept carefully informed of what his institution is promising to the public in its advertising.

"We need to have our imaginations stimulated and re-awakened when they become deadened from routine work. We need the new viewpoint which a piece of advertising may give us regarding our own services, and which will provide the incentive for each of us to do his best. We ought never

to overlook the inspiration advertising can be to the employees in our own institution."

The following officers were elected at the convention: C. H. Wetterau, American National Bank, Nashville, first vice president; A. E. Bryson, Halsey, Stuart and Company, Chicago, second vice president; F. R. Kerman, Bank of Italy, San Francisco, third vice president, and E. A. Hintz, Peoples Trust and Savings Bank, Chicago, treasurer.

OIL-O-MATIC SALES UP 63 PER CENT

C. U. Williams, president of the Williams Oil-O-Matic Heating Corporation, of Bloomington, Illinois, said in a recent statement, "It is clear that the oil burner industry's prediction of 250,000 sales this year will be realized. In our own case August business was 63 per cent ahead of July's, which, in turn, had been the best month of 1927.

The Next 3 Months Are the Best Selling Months of the Year

PUT every bit of your energy into the selling end of your business. There is no better time than right now to arrange for the stocking up of merchandise at points from which selling is done with greatest economy and from which deliveries can be made with promptness. Some of the country's most profitable markets are supplied from

Chicago Dallas Denver Des Moines Detroit Jacksonville
Kansas City Los Angeles Minneapolis

We operate or represent the leading merchandise warehouses at these cities where stocks can be stored and reshipped. Almost any class of merchandise is handled with perfect satisfaction to the storer and his customer. If you have never stored or distributed through a merchandise warehouse we especially invite you to investigate our facilities and methods.

The financing of warehouse stocks is one factor with which you should become familiar if you have not as yet availed yourself of the advantage our financing system offers.

A personal call, if desired, will be made in response to an inquiry, from any of our offices at Chicago, New York, or Kansas City, fully explaining the valuable service we perform which will materially assist you in **SELLING**.

CROOKS TERMINAL WAREHOUSES

CHICAGO

KANSAS CITY

New York Office • Transportation Building

Associate Warehouses

COE TERMINAL WAREHOUSE

Detroit

LANEY & DELCHER STORAGE CO.

Jacksonville

INTERSTATE FORWARDING CO.

Dallas

MERCHANTS TRANSFER AND STORAGE CO.

Des Moines

KENNICOTT-PATTERSON WHSE. CORP.

Denver

METROPOLITAN WAREHOUSE COMPANY

Los Angeles

SECURITY WAREHOUSE COMPANY

Minneapolis



for

76
Years

UNBROKEN DOMINANCE

A SURE INDEX of a newspaper's advertising value is its classified advertising.

The Oregonian prints more classified than all other Portland newspapers combined. And it leads all other papers in total advertising and in circulation This is one important phase of the Oregonian's



dominance in the Oregon market—unbroken for 76 years.

The Oregonian

PORTLAND, OREGON

The Great Newspaper of the Pacific Northwest

Circulation over 104,000 daily; over 154,000 Sunday

Nationally Represented by VERREE & CONKLIN

New York
285 Madison Ave.

Chicago
Steger Building

Detroit
Free Press Building

San Francisco
Monadnock Building

Government Survey of Baltimore Shows New Trends in Retailing

THE sales executive (if any such there be) who flatters himself that he has 100 per cent distribution for his product nailed up in the original package, or the advertising executive who assumes that the trade is adequately covered by a page an issue in the business papers of a certain specialized field, will perhaps find food for reflection in the summary of the Census of Distribution for the city of Baltimore, recently completed by the Bureau of Census in co-operation with a committee of the Chamber of Commerce of the United States. This summary, which is now released, marks the beginning of the "impossible task" of collecting authoritative statistics on the retail and wholesale distributing trades, comparable to the figures now supplied in the Census of Manufactures.

To Issue More Surveys

IT IS announced at the same time that similar summaries will shortly be issued for Atlanta, Chicago, Denver, Fargo, Kansas City, Providence, San Francisco, Seattle, Springfield, Illinois, and Syracuse. The field work has already been completed, and the results are being tabulated by the Bureau of the Census, through which the reports will be released.

Though this Baltimore Census is admittedly a compromise between what was desirable and what it was possible to get, it is worthy of considerable emphasis, because it is authoritative and impartial, and because it does at least represent the fundamental facts with respect to the retail and wholesale trade of the territory covered. The mathematical accuracy of specific items may be questioned, but there is little doubt as to the informative value of the survey as a whole.

The actual field work was done by employees of the Bureau of

Diversification, Not Specialization of Retail Stocks Is One of the Outstanding Facts in Latest Report on Distribution

By ROY W. JOHNSON

Census, with the prestige and authority of the government behind them, and the work of coding and classifying (necessarily somewhat arbitrary in the case of kinds of stores and classes of commodities) was largely in the hands of a committee of the Chamber of Commerce of the U. S., which included the Director of the Census.

In general, the report covers 11,127 retail stores, and 1,327 wholesale houses. So far as was possible, the enumerators secured for each establishment the number of employees, the volume of net sales, inventories at cost, and the total salaries and wages of employees. For the retail trade, the number of merchandise lines carried was noted, and where available the volume of sales in each line. "It was hoped," says the report, "that the information collected could be shown separately according to the various types of ownership; that is, chain stores and independently owned stores. However, except for the total figures given for chain stores, no classification of this kind could be made, because to do so would violate the policy of the Census Bureau not to publish statistics which might tend to disclose individual operations."

What the Chains Are Doing

THE general importance of chain store retailing in Baltimore is indicated, however, in the total figures of \$81,767,500 of net sales for 1,308 stores. In comparison with this are net sales of \$287,259,800 through 9,819 independent stores.

"Using the Baltimore population estimate of the Census Bu-

reau as of July 1, 1925, (792,296), the sales per capita amounted to \$456.72. A total of 37,121 employees are engaged in the operation of Baltimore's retail stores, who, together

with 10,950 firm members and proprietors actively engaged in retailing make a total of 48,071 persons deriving the major portion of their income from the sale of merchandise. In return for these services, \$43,871,900 was paid in salaries and wages (exclusive of compensation or earnings of proprietors). Total salaries and wages represent nearly 12 per cent of sales, with the ratio higher or lower according to the type of store and the merchandise sold.

"The average inventory for the year computed on a cost basis was \$46,753,000; while the value of stock on hand December 31, 1926, computed on the same basis, was \$46,905,900."

Diversified Retail Stocks

ACCOMPANYING the report are charts, showing the actual reported distribution of each of the 71 classes of merchandise through each of the 44 classes of retail stores. Though the total number of retail establishments in Baltimore is only 11,127, these charts show that the total number of retail merchandise outlets is no less than 33,816. They offer a rather graphic illustration of the extent to which the conventional or traditional classification of retail trade are being broken down, and the tendency of most classes of retailers toward diversity of stocks rather than specialization. The drug store has been held up repeatedly as the classic example of this tendency, but the Baltimore survey shows that the drug store is by no means at the top of the list.

Obviously enough, the department store comes first, handling 62 of the 71 merchandise classifications adopted by the Bureau. Second place is occupied jointly by grocery stores and dry goods and notions stores, each handling 50 lines. Candy stores are next with 48 lines; furniture stores and five-and-ten-cent stores are bracketed with 46; hardware stores follow with 41; soft drinks and ice cream stores show up with 38; the drug store is next with 35, and is trailed by the cigar store with 32.

With respect to specific commodities, the survey turns up some data. Candy, for example, being sold through 21 different classes of stores, cigars and tobacco through 24, and women's hosiery through 17. Out of the 475 retail outlets for women's hosiery, in fact, the enumerators found that 58 were classed as grocery and delicatessen stores,

29 were candy stores, 8 were soft drinks and ice cream parlors; while in addition women's hosiery was regularly on sale in four cigar stores, a hardware store, two bakeries, and a meat, fish and poultry store. Cigars and cigarettes were sold in 11 bakeries, a shoe store, 7 dairy and poultry products stores, 43 dry goods stores, 10 fruit and vegetable stores, 2 musical instrument stores, 3 toy stores and a typewriter emporium.

Though as stated above, it was found to be impossible to arrive at final figures with mathematical precision, due to the fact that the majority of small retailers could give no accurate figures, the usefulness of a survey of this character is unquestioned. It is important as an intelligent and impartial picture of an important retail market, and its importance will increase when it is possible to compare it with similar surveys of other markets in different sections of the country.

Chicago Is Host to Thousands For October Ad Meetings

THIRTEEN advertising conventions will meet in Chicago between October 17 and 22 and the period has been officially designated "Advertising Week" by the Advertising Council of the Chicago Association of Commerce. Every form of advertising from direct mail to farm journal, and from house organs to classified, will be represented at the various gatherings.

Although the idea of allied bodies holding their meetings simultaneously in the same city has been tried successfully for several years in various lines, the great concentration of advertising men is unique in the history of trade association meetings.

The bodies which will meet during the "Advertising Week" are: Direct Mail Advertising Association, Audit Bureau of Circulations, Insurance Advertising Conference, Mail Advertising Service Association, Agricultural

Publishers Association, Inland Daily Press Association, National Conference of Business Paper Editors, International Association of Newspaper Advertising Executives, Association of Newspaper Classified Advertising Managers, National Association of Teachers of Marketing and Advertising, Better Letters Association, Associated Business Papers, and Association of House Organ Editors.

Three thousand business men are expected at the Direct Mail Advertising Convention alone. This event is scheduled for October 19, 20, and 21 at the new Stevens Hotel. One of the features of the gathering will be the Advertising Exposition to be held in the exhibition halls of the hotel. Registrants at any of the thirteen conventions are invited to attend.

There will be more than a hundred and thirty exhibitors of ad-

vertising means and methods in the show. Processes such as wood engraving and multicopying will be demonstrated and the latest creations in the art of sales stimulation will be on show.

The Direct Mail Convention and several others, which are meeting in Chicago during the week, are not closed corporations. Every business man who is interested in sales creation is invited to come to the direct mail meeting and bring with him his advertising manager, sales manager, sales promotion executive, and anyone else he believes would be benefited by the sessions or the exhibits.

An Idea Exchange

The convention is not primarily a social gathering but an idea exchange. The speakers are chosen because of their position in the advertising field rather than their prominence in political or other fields. The theme of the program will be "Combatting the Rising Cost of Selling." All discussions and papers will center around this question. It is the opinion of the leaders of the field that distribution channels must be shortened and the cost of sales must be decreased.

Manufacturers throughout the country are pointing to the fact that production is up and profits are down. It is not proposed to make the program a place for the exposition of untried theories but the formal sessions and the round table sections will be devoted to proven methods.

Advertising men point out that the same kind of problem confronts business today as twenty years ago, when production was the unsolved enigma. One of the things which will be stressed is better co-operation between printed and personal selling.

There will be discussions of practical, successful methods of obtaining out of the way business from territories which cannot be covered economically by salesmen. The best methods of coordinating sales promotion work and general advertising will also have a prominent place in the discussion.

PRINTING, IS MADE BY THE KIMBERLY-CLARK

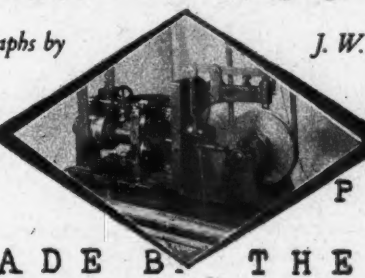


PICTURES can tell, in a way that words would fail to describe, the story of your factory; the operation of the machines that make your product or the use of the product itself. Modern photography, linked

with the most modern of printing processes — rotogravure — presents a combination which affords the present day advertiser an opportunity to tell his sales story in a language all will quickly understand.

Photographs by

J. W. Pondelicek



OTOPLATE, THE PER FOR ROTOGRAVURE PRINTING, IS MADE BY THE KIMBERLY-CLARK COMPANY.....ROTOPLATE, THE PERFECT PAPER FOR ROTOGRAVURE PRINTING, IS MADE BY THE KIMBE

s in
as
ying
lat-
sales
.
ation
are
the
ions.
inter-
vited
eting
ertis-
sales
yone
ifted
ts.

arily
idea
are
sition
than
al or
f the
g the
l dis-
center
s the
e field
ust be
sales

at the
e fact
profits
sed to
or the
es but
round
ted to

at that
a con-
wenty
n was
of the
ssed is
etween
g.
ons of
ods of
usiness
not be
sales-
of co-
a work
ill also
in the

9 2 7

PAPER FO
KIMBE
PERFEC
MADE BY
PLATE,
PRINTIN
NY.....
TOGRAV
-CLARK
ERFOI
MBE
FEC
DE BY
PATE,
INTIN
Y.....
OGRAV
Y-CLARK
CT PAPER FO
MBE
ECT
BY
E,
TIN
.....



OTOGRAVURE sections are
published every week in fifty-two
cities of North America by these
eighty-two newspapers

- | | | |
|-----------------------------|-----------------------------|--------------------------------|
| *Albany Knickerbocker Press | *Los Angeles Sunday Times | *New York Sunday News |
| *Atlanta Constitution | *Louisville Courier Journal | *New York World |
| *Atlanta Journal | *Louisville Sunday Herald | *Omaha Sunday Bee |
| *Baltimore Sun | Post | *Peoria Journal Transcript |
| *Birmingham News | Memphis Commercial Appeal | *Peoria Star |
| *Boston Herald | Mexico City, El Excelsior | *Philadelphia L'Opinione |
| *Boston Traveler | *Mexico City, El Universal | *Philadelphia Inquirer |
| *Buffalo Courier Express | *Miami Daily News | *Philadelphia Public Ledger |
| *Buffalo Sunday Times | *Milwaukee Journal | & North American |
| Chicago Daily News | *Minneapolis Journal | *Providence Sunday Journal |
| *Chicago Jewish Daily | *Minneapolis Tribune | *Richmond, Va., Times- |
| Forward | *Montreal La Patrie | Dispatch |
| *Chicago Sunday Tribune | Montreal La Presse | *Rochester Democrat |
| *Cincinnati Enquirer | *Montreal Standard | Chronicle |
| *Cleveland News | *Nashville Banner | *St. Louis Globe-Democrat |
| *Cleveland Plain Dealer | *Newark Sunday Call | *St. Louis Post Dispatch |
| *Denver Rocky Mountain | *New Bedford Sunday | *St. Paul Daily News |
| News | Standard | *St. Paul Sunday Pioneer Press |
| *Des Moines Sunday Register | *New Orleans Times Picayune | *San Francisco Chronicle |
| *Detroit Free Press | New York Bollettino Della | *Seattle Daily Times |
| *Detroit News | Sera | *South Bend News Times |
| *Fort Wayne News-Sentinel | *New York Corriere | *Springfield, Mass., Union- |
| *Fresno Bee | D'America | Republican |
| *Habana, Cuba, Diario De La | *New York Evening Graphic | *Syracuse Herald |
| Marina | *New York Jewish Daily | *Syracuse Post Standard |
| *Hartford Courant | Forward | *Toledo Sunday Times |
| *Houston Chronicle | *New York Morning Telegraph | *Toronto Star Weekly |
| *Houston Post-Dispatch | New York Il Progresso | *Washington Post |
| *Indianapolis Sunday Star | Italo Americano | *Washington Sunday Star |
| *Kansas City Journal Post | *New York Evening Post | *Waterbury Sunday |
| *Kansas City Star | New York Herald Tribune | Republican |
| *Long Beach, Calif., Press | *New York Times | *Wichita Sunday Eagle |
| Telegram | | *Youngstown, O., Vindicator |

Reg. U. S. PAT. OFF. ROTOPLATE

the perfect paper for rotogravure printing is supplied
by Kimberly-Clark Company to above
papers marked with a star

Kimberly-Clark Company

Established 1872

Neenah, Wis.

NEW YORK
51 Chambers Street

LOS ANGELES
716 Sun Finance Building

CHICAGO
208 S. La Salle Street

Are You Paying Your Star Salesmen for Reducing Your Profit?

LARGE sales volume does not necessarily mean large net profits—and the best salesman is not always he who sells the most merchandise.

A case in point is that of a middle western wholesaler. In the year just past a strenuous effort was made to increase volume, with the gratifying result of 34½ per cent greater sales than the previous year. But profits were non-existent.

Analysis revealed the trouble in the lack of system showing the profit made on different lines handled. Salesmen were paid on a flat commission basis, and as a consequence the push for volume centered upon the items in the line most easily sold. These items, as is often the case, carried very low profit margins, being well established staples in wide demand.

Inside Facts on Costs

A much similar case is that of a manufacturer of small metalware. This manufacturer imagined that of the twenty-odd items in his line, kettles, boilers, and bed-trims were his leaders. So they were, from the standpoint of the salesmen. His men, paid on a flat commission basis, found the results eminently satisfactory. The firm did not.

An investigation was begun. Starting with factory costs on each item, separate records were kept for each, and the total of all expenses, including selling commissions, was deducted from gross sales. The manufacturer was astonished to discover that the "Cinderella" of his line was brass ferrules. This one item alone had produced more net profit for the firm than the combined sales of his three supposed leaders!

Upon closer analysis, the company found that the star sales-

An Analysis of Sales Made on the Straight Commission Plan Showed Why Salesmen Sell Unprofitable Lines

By ALLAN W. RUCKER

men, in point of volume, were selling the more unprofitable items, and to such an extent that the more they sold the less the profit to the house. On the other

A WHOLESALE dry goods house was paying its men 5 per cent commission on sales. Some men were drawing as high as \$1,200 a month in commissions; others \$200 and \$300. The total sales volume of \$2,000,000 annually was satisfactory, but profits were shrinking dangerously.

Checking sales by departments showed that some of the big earners on the sales force were selling only unprofitable lines, whereas some of the men who were drawing only \$200 to \$300 a month for themselves were turning in the most profitable business. The star salesman in point of volume was nineteenth in point of profit to the house.

The most profitable man on the sales force stood seventh in total volume sold. No wonder this house made a change in its compensation plan.

hand, some of the mediocre men were actually the money-makers for the house, even though they had not done nearly so well for themselves. In this case, the flat commission basis on all lines actually caused the firm to pay the stars to reduce its net profits.

In striving for volume, both salesmen and the house often overlook the fact that the unit is the individual sale. Too many sales managers entirely neglect consideration of this fact. Rather, they like to contemplate with satisfaction the sizable volume on all lines rather than the apparently insignificant individual sale. Consequently, many firms delude themselves in the race for volume only to find that they have been chasing a veritable "will-o-the-

wisp." As a further consequence, a great many salesmen new enjoy incomes far exceeding their worth. Things begin to happen in a very literal sense when the house finds that the

flat commission plan is at the root of its troubles. Here is an exceptionally good illustration:

A wholesale dry goods house paid its men on the customary basis, five per cent upon net sales. Some of the men were drawing each month as high as \$1,200 while others were lagging far behind with \$200 to \$300. The volume of business, something over two million, was considered satisfactory, but net profits were disappointing.

Salesmen Who Build Profits

The suggestion that the firm keep an accurate record by months of the sales of each man by departments—staple piece goods, dress goods, small notions, furnishings, ready-to-wear, and sweaters and underwear—was at first "hooted." Later, however, when every other device to increase profits had been exhausted, the suggestion was adopted.

The records were kept by months. The first month was sufficient to show something startlingly wrong. Immediately the firm, at no little labor and expense, compiled the salesmen's records by departments for the entire previous year. The result verified the single month's record. It was illuminating.

The "star" of the organization, the man first in point of volume, was nineteenth in point of profit for the house. The second man was nineteenth in point of profit the third man in volume was twenty-first in point of profit, and the fourth highest salesman for the house was the man who stood fourteenth in point of profit. Actually, the most profitable man in

the organization stood seventh as a volume producer.

What had happened in this organization is constantly taking place in ten thousand other businesses. Salesmen paid on a flat commission basis naturally sell the items in the line for which demand is greatest. These items seem to invariably be those which require little selling effort and of course carry very little profit to the house, comparatively speaking.

Under the widespread system of flat commissions now in use, it is entirely possible for the bulk of a firm's volume to be done on lines carrying little or no net profit. As a matter of fact, a great many firms are actually accomplishing the surprising feat of paying salesmen to increase their losses!

A Favorite Fallacy

IT IS an extremely difficult thing to dismiss this long accepted theory from mind. It seems so logical, so plausible, and so satisfying to imagine that by increasing sales, that profits will increase in proportion. A certain manufacturer of drugs, for instance, sold direct to physicians and retail druggists. In order to compete with wholesale drug concerns, he was practically compelled to carry a number of "service" lines which he did not manufacture.

He paid on sales of merchandise of his own manufacture 20 per cent commission for selling. Upon merchandise bought for resale he paid 10 per cent commission, a purely arbitrary percentage arrived at by a rough estimate of the gross profit in this merchandise as compared with that of his own make. No account was taken of the fact that the merchandise bought for resale was so bought because of its great demand and consequent much faster turnover. In fact, this merchandise was *bought* by the trade, whereas the manufacturer's own brand had to be *sold*.

The difference in the rate of turnover was something like three to one in favor of the resale merchandise. The salesmen were not long in discovering this, and with

that fact they also discovered the parallel fact that the same effort devoted to the resale merchandise resulted in three times more sales, at fifty per cent greater commissions, as described in the following:

The salesmen found that they could sell \$3,000 worth of resale merchandise with the same effort required to sell \$1,000 worth of the manufacturer's own lines. Their commissions were \$300 and \$200 respectively. Naturally enough, the manufacturer's net profits suffered, even though his volume was satisfactory.

The Salesman's Compensation

FAILURE to take into account the relative strength of demand on the two lines was steadily robbing him, so to speak, while it enriched the shrewder members of his sales force.

A great many firms have come to grasp and utilize the principle that salesmen should be compensated upon a basis of profits, not mere volume. They recognize that salesmen urged to get volume and still more volume are going to concentrate upon the items most easily sold, especially when the commission rate is precisely the same.

They recognize also that such items are not necessarily the profit-makers, and further that the profit-making salesmen are often penalized by basing their compensation upon sales volume alone.

It is of course impossible to give more than the principle of compensation here. Its application is a matter to be worked out according to the circumstances of the business. The costs, all of them, for every item, must be known. Thus if a certain line of shoes sold by the wholesaler at 20 per cent gross profit, let the salesmen be paid 6 per cent on sales, or one-third of the house's profit. But, in the case of another line sold at 15 per cent gross profit, the salesmen cannot be paid 6 per cent, they must be paid 5 per cent, which is one-third of the firm's gross profit.

By application of the principle to lines of items, where the line

is large, the salesmen's commissions fluctuate in accordance with the net profit they make for the house. The net profit of the house remains the same percentage of sales, regardless of volume.

This method of compensation offers all the incentive necessary for salesmen to "push" the profitable lines.

And when they do that, the firm itself will make a very substantial net on its sales and upon its capital, even though volume remains stationary or actually drops a bit.

NEW CAMPAIGNS BEGUN IN BOSTON

BUSINESS activity in the Boston area is noted by the extensive campaign now being run in local medias. Orders are going out to a large list of newspapers for a campaign on La Touraine coffee, a product of the W. S. Quinby Company of Boston, New York and Chicago, whose advertisers, the Greenleaf Company, are now arranging a large radio program, which includes the broadcasting of the Boston Symphony Orchestra.

The Greenleaf Company is also sending out orders for a fall campaign for the Lewis-Mears Company of Boston, featuring eggs, as well as planning a campaign for the Doten-Dunton Desk Company of Boston and Cambridge, manufacturers of office furniture. Another campaign is being placed in New England newspapers for the Carpenter-Morton Company, which manufactures paints, varnishes and enamels. This company also manufactures Colorite which is advertised in national magazines.

FYR-FYTER ACCOUNT TO DETROIT AGENCY

The Fyr-Fyter Company, of Dayton, Ohio, has placed its advertising account with the Campbell-Ewald Company. The company manufactures a complete line of fire protection equipment, which will be advertised through the direct-selling and mail-order fields.

DRUG AND TOILET GOODS MANUFACTURERS



Good News

for you from

**LOUISVILLE
KENTUCKY**

IN ADDITION to *eleven* Taylor-Made Drug Stores, six Frankel Drug Stores and 225 other progressive retail druggists in the Big Louisville Market, The Courier-Journal and Louisville Times are pleased to announce to manufacturers of Drugs and Toilet Articles that "Walgreen," of Chicago, has just opened their first drug store in Louisville. The "Hook Drug Co.," of Indianapolis, has leased buildings and will open *three* new drug stores in Louisville shortly.

Four New Drug Stores, "right in the heart of Louisville," will mean greatly augmented sales possibilities in this BIG GROWING MARKET!



Write for your copy of booklet containing complete list of druggists in Kentucky, Southern Indiana and Northern Tennessee.

Louisville is growing as never before in her history. Building permits, bank clearings and postal receipts showed substantial gains in the first six months of 1927 over the corresponding period of last year. For maximum returns in this prosperous market, at minimum expense, concentrate in these progressive, growing Newspapers.

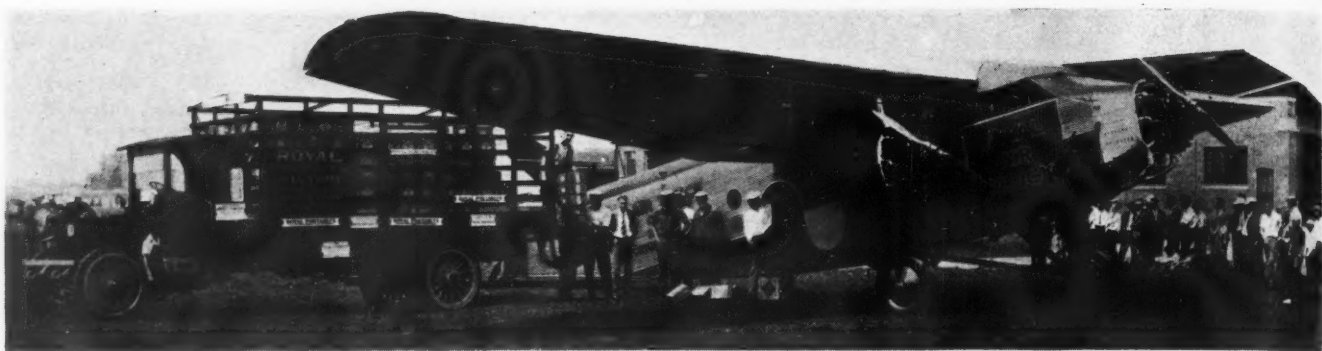
over
130,000
Sunday

over
155,000
daily

**The Courier-Journal
THE LOUISVILLE TIMES**

(MEMBER THE 100,000 GROUP OF AMERICAN CITIES)

REPRESENTED NATIONALLY BY THE S. C. BECKWITH SPECIAL AGENCY



Royal Typewriter Company Puts Wings on New Portables

THE first air delivery truck service for the transportation of a manufacturer's products to branches and agencies in all parts of the country, has been established by the Royal Typewriter Company, of New York City, and is now in operation.

A month ago the Royal Typewriter Company purchased a specially constructed Stout all-metal airplane, with a power plant consisting of three Wright Whirlwind motors of the same type as those used by Lindbergh, Byrd, and Chamberlain on their trans-Atlantic flights. The plane, which resembles in appearance an enormous motor truck with wings, is capable of carrying a load of 210 portable typewriters.

The delivery of stocks by air from Hartford, Connecticut, the location of the company's factory, is accomplished in from two to twenty hours, effecting enormous savings over the time for express and freight deliveries.

At points where there are no adequate landing facilities, stocks are dropped by

At points where there are no adequate landing facilities, stocks are dropped by means of a unique parachute equipment and attachment.

First Air Delivery Truck Service for Moving Stocks from Factory to Agencies and Dealers Heralds New Era of Practical Aviation

way of a unique parachute equipment and attachment. In these cases the local dealer is notified in advance of the arrival of the plane and is on hand to receive the stock when it is released. The parachute has been constructed so that it will carry its load to earth with little deviation and will drop it, without damage, within a circle previously marked on a field. This feature does

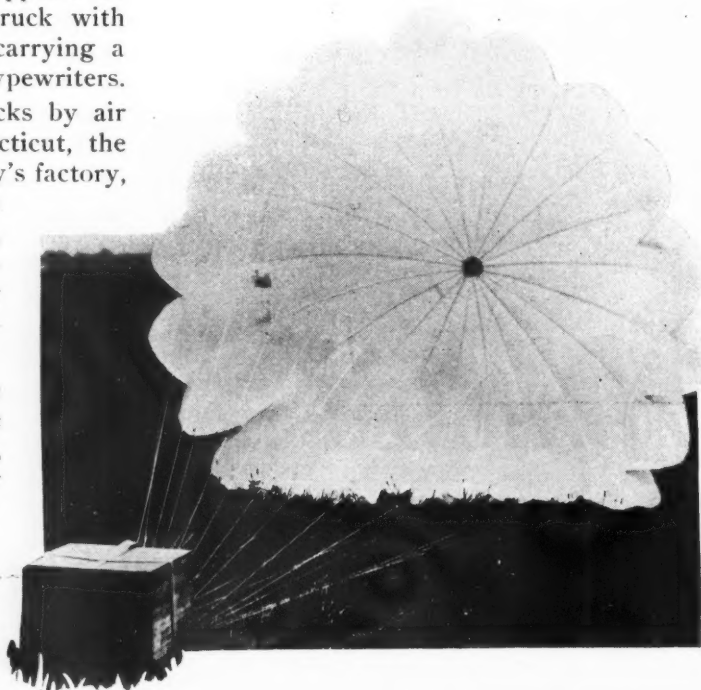
away with the necessity for stopping for the delivery of small orders, and for making a landing on hazardous fields.

"The air delivery truck will pay its way," says Geo. Ed. Smith,

president of the company. "It is an investment and we expect it to return dividends to the company. In the first place it will enable us to keep our branches and agencies stocked at all times. Secondly, these branches and agencies will never be short of any particular types of our machines, since deliveries can be made to them by air in a fraction of the time taken by motor truck or rail.

"Since the introduction of the color range in Royal portable machines, we have been faced continually with the danger of our branches or agencies being short in one or more colors. With the service provided by the new air delivery truck, small stocks may be carried and emergency orders filled in a few hours, from the Royal factory. In this way we expect to reduce merchandise stocks at the branches and agencies, achieve greater turnover, and tie up less money in

(Continued on page 621)



When the customer's check-book blinds him to the merits of your goods

*How printing can make
the thing you have to sell
loom larger than the price*



WHAT was the last worth-while purchase you made?

A suit of clothes? Probably the first time you spied it in the tailor's window it represented simply an outlay of money you weren't prepared to make that day.

New desks for the office, or new filing equipment? When they were first suggested, you doubted whether the business would stand the expense just then.

People naturally hesitate before buying *anything* when it is first presented. They want to think about it. They want to talk it over. Until their desire for its possession has been fully aroused, the money in their pocket or their check-book seems far more desirable.

As a matter of fact, there are just two steps to any sale. The last step—the actual buying—is easily, quickly made. Money simply changes hands. But the first is not so easily, not so quickly made. It is that long period in

which your product is being introduced and considered by the people who will use it.

Salesmen can do this advance promotion work. But it can also be done quickly and economically by a good printer who is skilful in the production of printed pieces.

Further, these printed salesmen arrive at a time when the question of spending money is not up for consideration. A person's whole attention is focused on the desirability of possessing the things you offer—not on how much they cost.

Let the postman take over the task of getting your product known and considered in the calls on his route. Let your printer prepare printed

pieces that will lie close at hand for guidance and ready reference during the first long step in buying.

More printing, better printing on better paper, will help the buyer over the biggest step in buying your merchandise. It will multiply the number of people favorably debating its purchase and bring more prospects closer to the actual sale.

To merchants, manufacturers, printers, and buyers of printing

Some interesting information on the use of printed pieces in advertising and on cooperation with good printers is contained in a series of books being issued from time to time during 1927 by S. D. Warren Company. Ask a paper merchant who sells Warren's Standard Printing Papers to put you on his mailing list, or write direct to S. D. Warren Company, 101 Milk St., Boston, Massachusetts.

WARREN'S STANDARD PRINTING PAPERS

*Warren's Standard Printing Papers are tested for qualities required
in printing, folding, and binding*

**(better paper
better printing)**



One of the many windows built in the promotion department of the Simmons Hardware Company, as a service for its retail customers. This window was designed to appear in connection with October national advertising. Display ideas such as the one above are sent out monthly to all dealers.

Our Experience in Making Merchants Out of Storekeepers

(Continued from page 548)

would convert a negative source of advertising into a very positive medium. The service which resulted consists of a complete display background for each month with detailed instructions as to how the window should be put in. These instructions are made so clear that clerk, porter, or delivery boy can follow them. Although the panel backgrounds are printed in several colors, the entire equipment costs the dealer only \$2 a month. This price is due to the fact that over 50 per cent of the agents have subscribed to the service. The sales promotion department designs all backgrounds and builds window plans in our experimental window laboratory. These model windows are then photographed and reprinted along with instructions in "Windowisms," the monthly folder which goes to the dealers participating. Incidentally, this promotional laboratory is of considerable interest

to the prospective agent who visits the home office.

Newspaper copy, cuts, and movie slides are all provided at the cost to us. Whenever such advertising is called for, we include with it the history of the item or group of items so that the dealer has a far-reaching knowledge of the line he carries. To simplify the dealer's advertising problems, we get out a special advertising catalog from which he can select mats, cuts, window flashes, and layouts for newspapers, circulars, envelope stuffers, and window and counter cards. In short, we act as the publicity agent for 6,300 stores.

Of course, from the first we have provided direct mailing pieces for the dealer to enclose with his invoices, but not until a year ago, when we inaugurated our "sales plans," did we begin to feel the real power of advertising. The "sales plan" idea was

not new. It simply consisted of a three-day sale on twenty or thirty items advertised by circulars bearing the dealer's name. At first, we specified the amount of merchandise a dealer had to buy in order to allow him participation in the plan. However, as the circular idea became more popular, it developed that our specified amounts were often under the dealer's estimate. Occasionally, he would want to order heavily on one item and pass up another entirely. So out of this difference developed our present plan of allowing the dealer any amount he requires. Incidentally, the average order now runs considerably higher.

As an outgrowth of the success of circular advertising, a group of dealers in the Chicago district requested that we go into collective newspaper advertising. The first collective ad. with its fifty-nine names ran about a year ago.

Sell Portland.... as Portland Merchants sell it!

DENTISTS

DEPT. STORES

DRUG STORES

FOOD, GROC-
ERIES AND
BEVERAGES

GASOLINE

MEN'S WEAR

SHOES

WOMEN'S WEAR

The Journal leads in Local Advertising
in the above classifications!

The **JOURNAL**
Afternoon-Sunday

Portland merchants have learned through long experience that the Journal possesses dominant pulling power in the Portland market.

Department stores are the most careful buyers of space in the business. The Journal is unquestionably the choice of every Portland de-

partment store—for six consecutive years it has led in department store advertising.

A majority of Portland's leading specialty merchants place the bulk of their advertising in the Journal, because it reaches and sells the market they must cover.

If you would sell Portland, use the Journal!

The **JOURNAL**
Portland, Oregon

BENJAMIN & KENTNOR COMPANY, Special Representatives

CHICAGO
Lake State Bank Bldg.

NEW YORK
2 West 45th Street

LOS ANGELES
401 Van Nuys Bldg.

SAN FRANCISCO
58 Sutter Street

PHILADELPHIA
1524 Chestnut Street

4027

Now, over 300 agents, in the Chicago district alone, advertise every month, while approximately 50 per cent of all agents are now advertising monthly in seventy-five newspapers from coast to coast. Dealers in the smaller towns participate in the nearest city newspaper ad. and localize the event with circulars reproduced from the ads. Circulars are available with every newspaper ad. — at the cost to us. The majority of dealers subscribe to both services.

Cashing National Advertising

THE factor which has made this advertising "go over" to this extent is that our dealers have a nationally-known name to tie-up with. Most of the spread is given to cuts and terse descriptions of the item, except for a sentence editorial which reminds the public that while the stores represented are individually owned, they are linked together 6,300 strong for the purpose of providing quality goods at quantity prices.

Through collective advertising, our dealers and ourselves enjoyed the first taste of the fruits of national advertising — a taste which whetted the appetite for more. If peaked volume was the result of newspaper advertising, what might be expected from national magazine advertising? From time to time our dealers and salesmen put this question to us, until about six months ago we determined to try our hand at an advertisement in a leading popular weekly.

Heretofore, national advertising has been of an institutional nature. A manufacturer would spend so much money just to get his name and his product planted in the public mind. He was satisfied that this indirect method sold his goods. And it did. However, our ad., which will appear the first week in October, covers the same field of institutional advertising for the Winchester store and Winchester new line products, but in addition, it has a direct tie-up with the dealer's advertising efforts. In other words, the regular October collective newspaper advertising

and the October circular will be reproduced in this national weekly, showing the actual items on sale. Every organized newspaper group throughout the country will run the October ad. simultaneously, and every agent will stage the sale at the same time. Thus, with this new type of merchandising, the dealer has an opportunity to cash in on the dividends of national advertising, and reap maximum returns on his advertising dollars.

From the beginning, it was felt that this bullet-proof tie-up would mean an epoch-making volume in our history, but it now appears that we greatly underestimated the results. At the time of this writing (August 25th) we are already running short of the advertised merchandise. Which proves to a certainty that the independent retailer is aware of his problems and will meet them if he is given any assistance.

Developing Retail Outlets

IT IS significant that since plans for a national sale were released, dealers who were once luke-warm, are now ordering Winchester new line products which are not even advertised in the sale. This, we believe, is due to the fact that every agent wants to complete his line before the full-page magazine spread appears. In fact, the greatest results of this national advertising are not the immediate orders which are now pouring in, but rather the traceable good-will and increased respect with which every agent and every salesman now regards the Winchester plan — a respect which is bound to be reflected in the minds of the general public.

As confirmation of our advertising program, I was interested in studying the Dartnell check-up on the distribution of advertised products, a paragraph of which bears quoting here:

"A careful study of the hardware distribution chart brings out forcibly the fact that the best advertised products are the best and most widely distributed products. Whether advertising is the result of the wide distribution, or

whether the distribution is a result of advertising, of course, no one but the advertiser can say, but the fact remains that advertising and distribution go hand in hand and distribution is, of course, in many lines the key to bigger sales."

Training Dealers to Merchandise

OF COURSE, advertising is by no means the only method by which we have surmounted buying-direct tendencies. Store arrangement, accounting systems, expense control system, a sales course for clerks, specific sales ideas, and the Winchester Herald (a magazine of the dealer, by the dealer, and for the dealer) contributed their share to our permanence in the field of distribution.

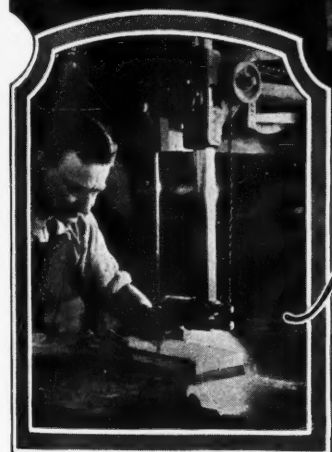
For instance, we are firm believers in the supremacy of open display tables over any other form of inside display. Hence to establish at least one table in most stores, we put on a combination deal whereby we sold a complete assortment of small sale items with a display table. While we sold a \$33 table for \$25, it is now continuing to sell goods for us, and returning with interest, our share of the investment. The same combination display and merchandise plan was used with equal success on a paint deal, flashlight case, tool case, and so on.

If a dealer desires to remodel his store, each warehouse is equipped to draw up the complete plans, and sample the merchandise.

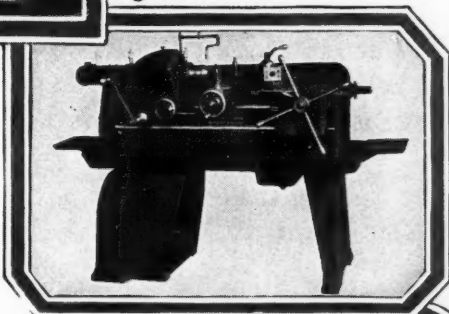
The expense control system cannot be standardized to the same degree as an accounting system. It requires specialized treatment. For instance, where a dealer is in the red, instead of telling him to increase his sales, we show him first how to wring a profit from his present volume. Then we help him increase his sales without increasing his expenses proportionally. From this, it is apparent that the system is extremely simple — merely fitting a man's expenses to his business instead of vice versa. Also, it raises the danger flag before the damage is done instead of after.



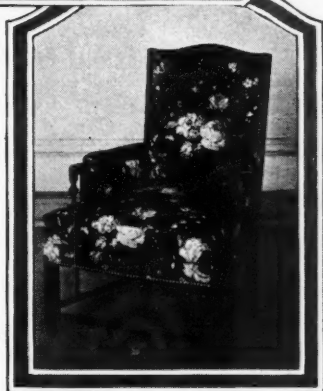
Watch his interest quicken—
his attention concentrate—when
you back up sales talk with the
convincing evidence of
photographs.



"How can I use it in my
plant?" asks the prospect—
and thousands of salesmen
give effective answer with
photographs.



Outstanding differ-
ences between your
machinery and com-
petitive lines can be
clearly displayed in
photographs, the
modern barometer
of accuracy.



Points in tapestry
design and wood
finish can be most
effectively put be-
fore the prospective
furniture buyer with
photographs.

Inaccuracies Jeopardize Sales illustrate with Photographs

WHERE verbal or
written descriptions
often fail, Photographs
always convince. Properly
made and reproduced,
Photographs bring quick
and easy understanding.
For after all, the camera
tells the *truth*—shows pro-
ducts, with their parts and
features, as they *really* are!

PHOTOGRAPHS *Tell the Story*

In short, it acts as an imaginary, though exacting, manager.

While our sales course for the retail clerk is still in the embryo state, it so far consists of group meetings conducted by our salesmen and sales managers. The purpose of these meetings is to present the clerk with small talk on three or four specific items, impressing upon him that the sale of these items will automatically build volume on every Winchester item in his stock.

The climax of our sales promotion work has been—educating the hardware dealer to the importance of diversification. Years ago, the drug store carried drugs; the haberdashery, men's clothes; the hardware store, hardware; and so on. Today, they carry anything that will bring the public in. With that in mind, we built up a Christmas plan which includes china, candlesticks, dolls, and a complete assortment of holiday goods. Lithographed folders illustrating every item are being sold to the dealer at cost. At first, many of our own organization viewed this departure from the regular channels with alarm,

but now that five of our houses are already sold out on the deal, we are entirely convinced that diversification is one of the sound solutions to new-day selling.

Of course all of these promotion plans would be valueless without the assistance of our salesmen who have been trained to sell ideas instead of merchandise. They are not above cleaning a dealer's show cases, putting in his windows, conducting well-planned Saturday demonstrations, holding classes in retail salesmanship, and promoting sales to the same extent as a salaried employee of the store.

In short, the agency plan is, I believe, entirely responsible for developing salesmen instead of order-takers; merchandisers instead of dealers. And finally, it is enabling us mentally to join hands with the hardware retailer by "getting off the nail keg with him," and revolutionizing the old fashioned institution of the past into a retail outlet as successful and essential to community life as that merchandising masterpiece, the corner drug store!

Window Display Advertisers Meet in New York

THE fourth annual convention of the Window Display Advertising Association will be held in New York October 4, 5, and 6. Many interesting features are promised for the conference by Lee H. Bristol, of Bristol-Myers Company, president of the W. D. A. A., and Paul D. West of the National Carbon Company, general convention chairman.

A survey of "How the Average Woman Regards the Displays of Nationally Advertised Products" will be presented by Miss Rushmore, of the Erwin-Wasey agency of New York. Four retailers, who are also students of merchandising and store display, will give the results of their experiences and knowledge. One whole afternoon will be devoted

to distribution methods, with the advertising and sales executives of outstanding national advertisers explaining their methods. The advertising agency's viewpoint on the creation of window displays will be presented by Laurence Meads of The Blackman Company, New York. Speeches by other well-known men in the display field will also be featured.

C. G. Munro of Munro and Harford, New York, chairman of the exhibit to be held on the roof garden of the Hotel Pennsylvania, has planned a display covering lithography, photography, printing, oil-paint process, motion, light, decorations, etc.

The presentation and discussion of outstanding displays in the exhibit will again be featured

this year. A dozen or so of these will be set up by the lithographers making the display, or by representatives of the advertiser. Each will be accompanied by a brief description of the sales and advertising problem surrounding the product—how the display was created, designed, produced, distributed, and the results obtained.

PUBLISHERS HOLD ANNUAL MEETING

THE National Publishers Association held their eighth annual meeting September 20 and 21, at Shawnee-on-Delaware, Pennsylvania. A. C. Pearson, chairman of the postal committee, spoke on "Review of Postal Legislation and Possibilities of Action at Coming Session of Congress"; Frederick S. Bigelow, associate editor, *Saturday Evening Post*, gave an "Analysis of Proposed Copyright Legislation and its Effects Upon Magazine Publishers"; the speech of B. A. Mackinnon, chairman Canadian relations committee, was entitled, "Canadian Desire to Tax Foreign Publications. Recent Levy of 25 Per Cent Duty on Some Magazines," and T. J. Buttikofer, director of circulation, International Magazine Company, spoke on "Increased Restrictions Put on Subscription Solicitation by Cities and States."

PYRODENTO OPENS SUBWAY CAMPAIGN

The Pyrovento Company, Baltimore, makes of Pyrovento tooth paste, has started to advertise for the first time since the company has been in existence, which is twenty-five years. Artemus Ward and Company is directing the advertising which consists of posters in subway and elevated stations in the metropolitan area of New York.

Hannah-Crawford, Inc., advertising agency of Milwaukee, Wisconsin, have moved their offices to the Kesselman Building, at the corner of Mason and Broadway, Milwaukee.

40

LEADERS ~

Have Chosen Collier's

Of the 427 advertisers who have placed orders for advertising in Collier's for the first six months of 1928, 40 are among the 75 largest magazine advertisers.

This represents the greatest volume of advertising that has ever run in Collier's in any one year.

A circulation now over 1,350,000
with 450,000 on the newsstand!

A Railroad Learns About Sales Promotion

(Continued from page 556)

the world while moving the nation's commerce. There isn't a pound of freight moving on railroads, but what the first impulse comes from a locomotive engineer's brain. Therefore, you will be glad to know that engineers on this railroad try to move your business quickly and carefully."

The effect of these letters was astounding. Shippers and receivers of freight from all parts of the country began writing in to the members of the crews, complimenting them, and incidentally giving the car numbers of shipments which they had routed via G. M. & N. Thousands of these letters were received and are being received daily and there was not a single surly reply in the lot.

Love Letters Included

ONE engineer, whose letters seemed to make a particular appeal, was invited by several important shippers, including the president of a large automobile company, to visit them in the North. Many of the invitations were so cordial that the engineer was permitted to make a trip North to accept some of them, where, besides having the time of his life, he served as an informal, but none the less invaluable, representative of the railroad.

An unlooked-for development of the letter-writing was that, in addition to commendatory letters from the shippers, some of the men received love letters from the shippers' stenographers and at least one long-distance, but fervent courtship is now being indulged in. All sorts of merchandise was sent to the men, from shoes to cough medicine.

Excerpts from some of the replies selected from a file containing thousands of them are given below:

From an agricultural implement company in Evansville, Indiana:

"It is getting rather late in the season for us, but we will remember your letter and service and make it a point of designating your road on future shipments to your section. We have been turning them over to the X. Y. Z. railroad and letting them re-route, but we will be pleased to see that G. M. & N. is specified hereafter."

From the traffic manager of a machinery company at Cincinnati, Ohio, to the traffic manager of an automobile company at Detroit, Michigan, with a copy to the conductor:

Increase in Earnings

I AM enclosing a letter which I received this morning from a freight conductor on the Gulf, Mobile and Northern Railroad. I know you will want to see it as the letter is very unusual, when its origin is considered and I believe that it shows that the employees of this road, engaged in the actual movement of freight, have the interest of both the shippers and their employers in mind. Ordinarily the general shipping public has the idea that the attitude taken by railroad employees engaged in the actual movement of freight is one of indifference. I feel, however, that the spirit as evidenced by the enclosed letter is in a great measure responsible for the improvement in transportation service during the last year or two. This letter was of such interest to me that I felt that you would want to read it and I should like to have you return it with any comments you may have on the subject."

This letter had a chain-letter effect. The Detroit man sent it to a friend of his and he to another friend. Copies of their interchange of correspondence were always sent to the conductor who started it, and, by actual count, no less than 22 carloads of freight

were routed over the G. M. & N. by direct reason of this one letter.

From the traffic manager of a wholesale house at Montgomery, Alabama:

"In all my experience I have never seen anything just like this and the novelty of it is worth while. I assure you that we appreciate such interest shown in our behalf and will assist you by giving you a good many other cars."

From the president of a lumber company at Everett, Washington.

"Good morning! Some day you are going to come down to work and find in your train C. M. & St. P. car 80452, shingles from Everett, Washington, to Laurel, Mississippi. We know that you are going to put this car through from Jackson to Laurel in the usual good time, and assure you that it is a pleasure for us to have favored your line with this shipment in response to your clever letter."

The list of quotations might be extended indefinitely, for the response was practically 100 per cent, but the strongest proof of the success of the plan is to be found in the statement of earnings of the railroad, where the increase is as gratifying as it is noticeable.

KRAFT EXPANDS IN SOUTH

THE cutting and eating of a 2,000-pound cheese was featured at the opening, on September 15, of the first of many proposed cheese factories in the South, at Durant, Mississippi. Speeches were made by Governor Dennis Murphee of Mississippi, L. A. Downs, president of the Illinois Central Railroad, and other notables. The Kraft Cheese Company of Chicago recently embarked on an extensive program to develop cheese-making and dairying in southern states.

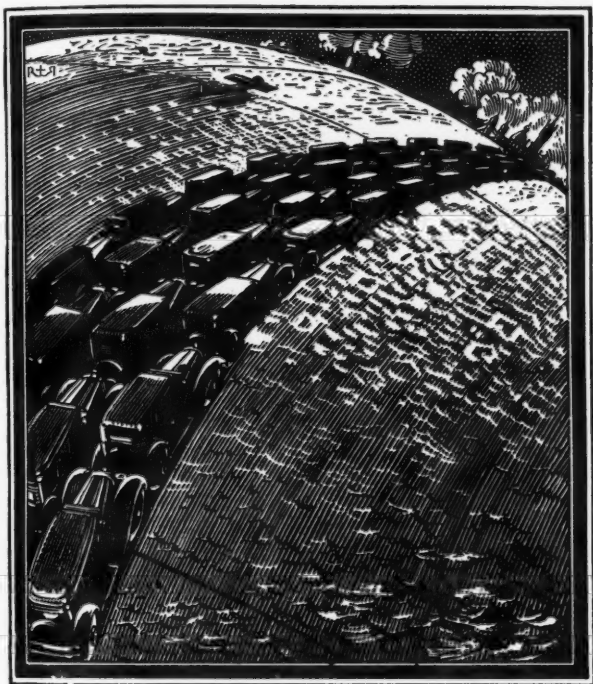
The Chappelow Advertising Company, St. Louis, has been appointed to handle the advertising of the Orbon Stove Company of Belleville, Illinois.

London speaking. . .

We want

1000

cars



THE MANAGING DIRECTOR of a motors company in London talked with an automobile factory in the American Middle West and ordered a thousand cars. Amount involved, \$1,500,000. Communication was over the regular long distance lines, and by radio telephone across the Atlantic. Delivery dates and other details were arranged; business conditions of the moment were discussed.

"I HAD URGENT NEED yesterday," writes a London barrister, "to confer with a brother lawyer in New York.

. . . The conference was disposed of satisfactorily in 3 minutes."

A New York department store sold so much of a certain silk that it had to know whether more could be shipped from London immediately. More was quickly ordered by transatlantic telephone.

"I cannot resist letting you know," writes the president of another American

company, "the result of a telephone call with London this morning. . . . It was the thrill of a lifetime. . . . And it's wonderful how much conversation can be crowded into a four or five minute talk."

Use transatlantic service for business and social calls. It's simplicity itself. Just ask for "Long Distance" and place your call in the usual way. . . . *Number, please?*

BELL LONG DISTANCE SERVICE



SALES MANAGEMENT, OCTOBER 1, 1927

[593

Industrial Buyers Give "Low-Down" On Buying Policies

IN A RECENT survey made by R. M. Gattshall, of the Republic Rubber Company, 1,243 industrial buyers gave their reasons for and against buying from the mill supply jobber as compared with buying direct from the factory.

The mill supply jobbers fared badly. The list was made up of buyers and prospective buyers on the books of various mill supply houses in all parts of the country. It was furnished Mr. Gattshall by the distributors of Republic Rubber products.

The 1,243 replies were received in answer to the following three questions:

1. Does the mill supply distributor give any real reasons why you should buy of him?
2. Do you consider the mill supply distributor economical and necessary?
3. Do you buy more from the manufacturer?

"No Reason for Buying"

IN SPITE of the fact that 1,243 concerns answering the questions were listed as buyers or prospective buyers of mill supply houses, exactly 556 answered that the mill supply houses gave them no real reasons for buying. Those who said that they did receive real reasons for buying from the mill supply jobber numbered 632.

On the second question the mill supply houses fared slightly better. Of the 1,243, 751 said that the mill supply jobber was sound and economical and 470 said he wasn't. In answer to the third question 675 said, "Yes, we buy from the manufacturer" while 540 said, "No, we buy from the distributor."

Following are a few excerpts from some of the letters received:

A well-known firm in the Northwest writes:

"We are unable to think of any reason why we should buy from

Results of a Survey of the Purchasing Habits of Industrial Buyers Made by R. M. Gattshall, of the Republic Rubber Company

a mill supply dealer. We do not consider him economical nor necessary and believe that if manufacturers will make up their minds to do so, they can get along without jobbers or distributors and will be able to merchandise their products considerably below the present cost of distribution. We find the distributor, in most cases, is possessed of less information on his products than are we, the prospective purchaser, and that many sales are lost because the distributor bungles his merchandising effort."

Changing Selling Policies

TWO concerns of the South express their opinions in this manner:

"And I think the jobber is nothing but a parasite. If he is fool enough to carry supplies for my convenience, that's his business, but why should I pay him a profit?

"It is true I sometimes have a pump breakdown, but since I only have ten different sized pumps, it is only necessary for me to carry supplies for these sizes for emergency cases. I wish all manufacturers would sell direct."

And the second:

"We tried distribution by jobbers strictly, but decided we were not getting the results that we should. We then tried direct sales which brought results within a radius of 200 miles, but beyond that point it was not effective. Therefore, in distant sections, we went to small distributors. Competition is keen and prices tending downwards. Sales expense is high and we feel that we are being forced, not by desire, but by changing methods

of distribution, to get away from the distributor."

From the East comes the following:

"As far as possible, we endeavor to buy direct.

If the manufacturer had distribution points where goods could be shipped on a day's notice, it would place them in the same position as the supply distributor, but there are many things to take into consideration and it's a question of whether it could be done to any better advantage than through the distributor."

Another Eastern concern, which happens to be one of the best known in the country, writes:

"While at times the mill supply distributor's price is considerably higher than the manufacturer's, it would appear to the writer that distributors are necessary. If sufficient time is given the purchaser to procure the material direct, then the mill supply distributor is a liability."

Other Opinions

THIS is also from the East: "With the present rapid service obtained by express, parcel post and air, articles in mill supply lines should be quickly obtainable and we feel the mill supply distributor could be eliminated, thereby reducing the cost to the consumer."

Firms in the Southeast contributed their opinions in this manner:

"I think the mill supply jobber is the most unnecessary parasite that is permitted to exist in the commercial world today—and I think the only way this question will ever be settled as it should be is by exterminating them from the commercial world.

"We recently secured bids from four mill supply jobbers on 500 feet of fire hose and saved our

The Handbook of Illustrated Letters

The Elbow Companion
for Men Who Plan
Direct Mail Matter and
Dealer Help Material.

Facts Taken from a Study
of Over
300 Letter Campaigns
Are Condensed
Into 32 Pages

HAVE you ever checked the pulling power of illustrated letters as compared with the usual sales letter? One mail-order test on 100,000 names revealed 11% increased replies in favor of the illustrated letter. Another advertiser gets 20% greater returns.

Whether you now use illustrated letters or not, you will be interested in the Handbook which we will send without cost to men who buy, plan, write, or produce printed matter.

The Handbook shows the kind of letters used by Herbert D. Shivers to sell millions of cigars by mail. It reproduces the text of a letter used by the New Process Company of Warren, Pa., who sold over a million dollars' worth of traveling bags.

It describes the kind of letters that enable Frank E. Davis of

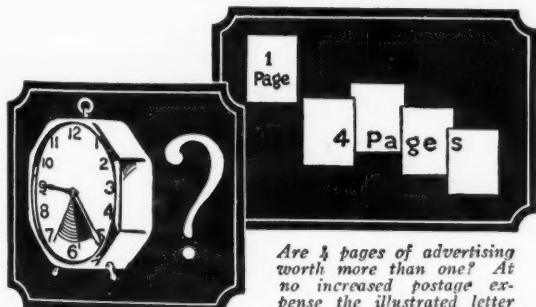
Gloucester to sell a million dollars' worth of fish a year by mail.

You read about one publishing house that has sold 50,000,000 books without a personal salesman. You see how the makers of Fuller Brushes, Purina Chows, make use of illustrated letters in agent and dealer help work.

The Handbook tells how illustrated letters are used — the twelve jobs they do best — and their advantages. Specimens of many of the letters referred to will be found tucked in the handy pocket in the front cover, and a few dummies for layout purposes are in the back.

If engaged in making letters pay better for direct mail or dealer help work, the Handbook, which we will send free of cost, should be constantly at your elbow.

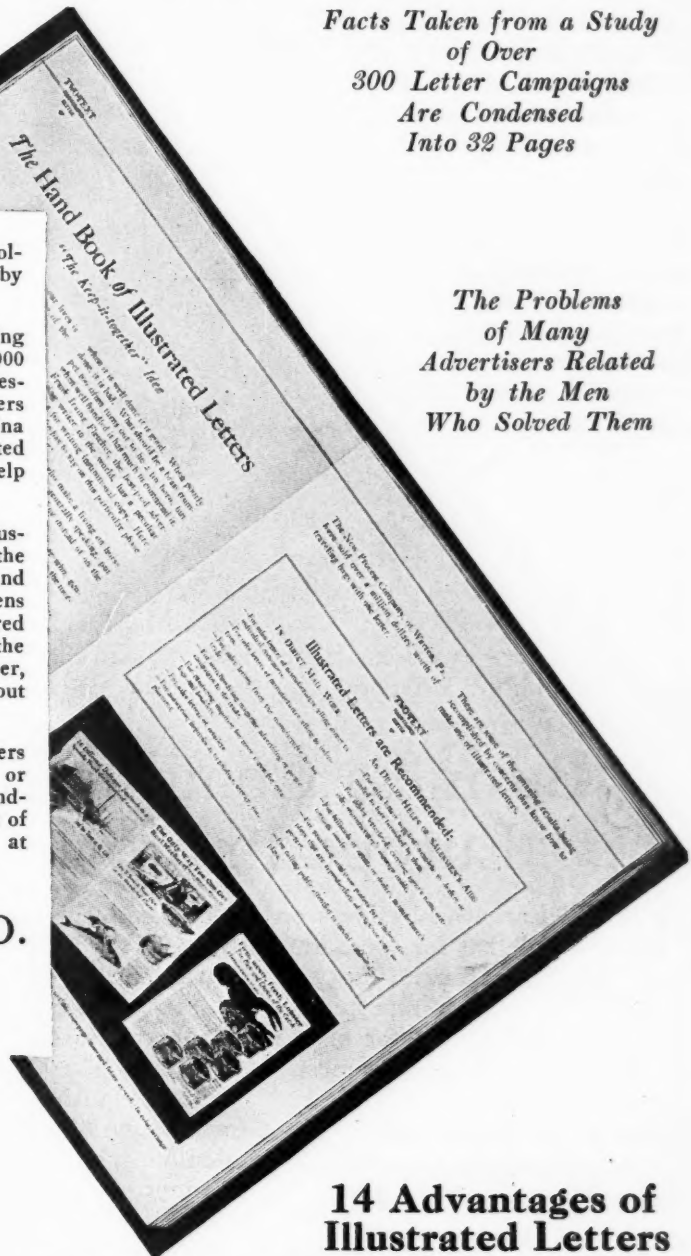
STANDARD PAPER MFG. CO.
Richmond, Virginia
Makers of Two-Text Illustrated Letter Paper



The Illustrated 4-page letter gives the same message as the single sheet letter plus 5 to 10 minutes' elaboration of the idea—a 10 minute interview instead of a 2 minute one.

Are 4 pages of advertising worth more than one? At no increased postage expense the illustrated letter gives 4 pages instead of one — permits showing the product and its uses in colors.

TWO-TEXT
for the
ILLUSTRATED
side-a coated paper-for the
LETTER
side-a bond
paper



The Problems
of Many
Advertisers Related
by the Men
Who Solved Them

14 Advantages of Illustrated Letters

The illustrated letter on Two-Text gives the direct advertiser these advantages:

- Carries letters and complete information for 1½ cents or 2 cents.
- Shows product in colors.
- Permits the selling of several articles in one letter.
- Lays entire information before prospect for ready action or reference.
- First page of letter can be shorter.
- Permits showing many uses for the article or many styles.
- Enables follow-up letters to continue the selling job without seeming unduly long.
- Permits pictures of installations or testimonials to be used. Localized pictures or testimonials if desired.
- Allows the letter accompanying the catalog to call attention to specials which can be pictured in colors even though the catalog is limited to one color.
- Makes letters to old customers picture advantages of what they have bought — keeps them sold — pictures new styles — models or other desirable purchases.
- Permits class distinctions as to locality — seasons, uses, etc., impossible in the big catalog.
- Provides an unfailingly good sales letter on the inside regardless of ability or mood of the correspondent with the first page available for personalizing the message.
- Pulls for a longer period of time than other letters.
- Gives from 15 per cent to 33 per cent more returns from the same skill in letter-writing and the same postage expense.

city \$250 by buying from a manufacturer. I fail to see how anyone with a sound mind could argue that we should permit these fellows to extract \$250 from our taxpayers."

And from another:

"Should the manufacturer travel the territory as often as the jobber's salesman, and put stocks in producing points, we could see no reason for the jobber. We would much prefer to buy from the manufacturer and save the jobber's profit."

Part of a letter from a prominent firm in a Central state reads:

"As things line up, we believe the mill supply jobber is as necessary as the corner grocer, although he does not give us any real reason why we should buy from him."

Following are a few comments contained in other letters describ-

ing the feelings of some of the buyers:

"We find them a menace because they do a retail business at wholesale prices."

"Reduce cost of distribution — no middle men necessary."

"Good for bolts, screws, nuts, and minor supplies."

"Half of them do not understand their products."

"Good for small orders only."

These expressions do not come from any one class of buyers. They are in sufficient number and widely enough scattered over the country to permit the assumption that the public does not appreciate the distributor.

It can readily be assumed that distributors have permitted the situation to get out of hand in not organizing to combat the work of direct sellers, mail order houses and chain stores that have been busy educating the public.

Eastern markets. The time for watchful, aggressive initiative for American export is at hand.

"Those trans-Atlantic observers, the report states, who have been studying American business conditions, have commented upon the entire absence of any comparable barriers in our inter-state commerce. They have been fascinated by the picturesque details of large scale manufacturing, made possible by such an unimpeded domestic market, but in the main they seem to have underestimated the value of the stimulation of mass consumption — rather than mass production — of endeavors for better distribution methods and improvements in wages, working conditions, and buying power."

BALTIMORE STORES MERGE

THE Bernheimer Leader Stores Company, Baltimore, has been purchased by the May Department Stores. Real Estate, merchandise, etc., involved in the transaction is valued in excess of \$5,000,000, and no financing by the May Department Stores will be required. Leon Coblenz, president of the Bernheimer Leader Company, which operates one of the largest businesses of its kind in the Southwest, will be managing director of the May Company, under which name both businesses will now be conducted.

The Greenleaf Company of Boston has recently been appointed to handle the advertising accounts of the Standard Mailing Machines Company of Everett, Massachusetts, and the Quincy Market Cold Storage and Warehouse Company, for whom an intensive campaign in Boston newspapers is now being conducted.

The Reed G. Landis Company of Chicago, formerly the Arnold Joerns Company, has been appointed advertising counsel for a greater market development department of the Automotive Equipment Association.

Business Conditions In Europe Improving

THAT European business on the whole has for some time been showing convincing evidence of recovery is reported by Dr. Julius Klein, director of the Bureau of Foreign and Domestic Commerce, who has recently returned to the Commerce Department, after an extensive study of European economic conditions.

"An encouraging spirit of determination is spreading in commercial and industrial circles," continues Dr. Klein, "which previously has been laboring under a cloud of despair. There is a growing conviction that the problem is one of trade dislocation rather than downright destruction.

"One significant indication of this 'mental Renaissance' was the vigor with which a number of topics hitherto forbidden for non-domestic discussion — that is, trade policies, embargos, import and export quotas, etc. — were fully and frankly analyzed in the two large international business conferences this summer at Geneva and Stockholm.

"Tangible data on the new commercial era in the Old World are abundant. For example, transportation facilities have notably improved during the past twelve months. There has been a widespread expansion of air traffic, not simply on the Continent but in definite plans for service from European capitals to the trade centers of Africa, the Far East, and even for combination air, rail and ship facilities to South America."

All of this betterment will undoubtedly mean improved buying power on the part, not only of our leading customer (Europe took forty-eight per cent of our exports in the last twelve months), but also in the oversea European dominions and other sources of her foods, raw materials, etc. Nevertheless, the possible implication in this recovery, in terms of more intensive competition, should not be overlooked by American industry. Each of our leading trans-Atlantic rivals is making preparation for active drives in Latin American and Far



ALMOST AS OLD AS THE USE OF HERBS AND DRUGS IS THE USE OF POTTERY AND GLASSWARE AS CONTAINERS. HIPPOCRATES, THE FATHER OF MEDICINE, WHO WAS BORN IN 460 B. C. AND WHO WAS THE FIRST TO DISSOCIATE MEDICINE FROM PRIEST-CRAFT, EMPLOYED 265 DIFFERENT HERBS AND DRUGS, MANY OF WHICH HE COMPOUNDED AND KEPT IN GLASS AND EARTHEN-WARE CONTAINERS.

BLUE for Distinction

THE BEAUTY and distinction of a blue bottle has helped to lift more than one product out of the commonplace and start it on the road to fame. A Royal Blue bottle or jar creates a more vivid, indelible impression in dealers' and consumers' minds and makes the product easier to remember, easier to recognize—easier to sell! When considering a distinctive glass container for your product, consider Maryland Royal Blue ware.



MARYLAND GLASS CORPORATION

BALTIMORE, MARYLAND

ROYAL BLUE / GREEN TINT / FLINT CONTAINERS



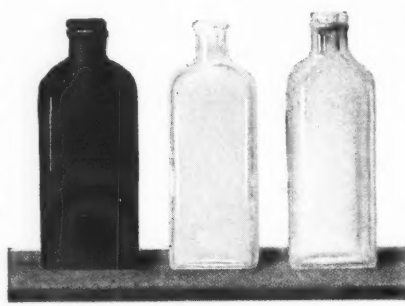
NOTE the vivid and distinctive appearance of the above well known products packed in Maryland Royal Blue ware. Imagine the added distinction and attention value a blue bottle or jar would bring to your products when displayed on store counters and in windows without their cartons or wrappers, as is the general practice today. In these days of keen competition the vividness and distinctiveness of a Maryland Royal Blue bottle is a valuable sales asset.

Also a blue bottle shows up more distinctly in advertisements using color. So often it is desirable to picture a bottled product taken out of the carton and

being used by the consumer, or resting on a shelf in the home. Readers of your advertising would be more likely to see and remember your product if it were in a Royal Blue bottle.

In addition to blue glass, we also manufacture green tint and flint ware of the highest quality.

Our equipment is thoroughly modern and complete for making dependable glass containers in standard or special molds. Many popular numbers are carried in stock. The dependability of our ware and service is attested by the large patronage we enjoy from leading manufacturers of products that are packed in glass containers. Your inquiry is invited.



ROYAL BLUE FLINT GREEN TINT

MARYLAND GLASS CORPORATION

BALTIMORE, MARYLAND

ROYAL BLUE • GREEN TINT • FLINT CONTAINERS

New York Representative, 277 BROADWAY

Pacific Coast Representative, PACIFIC COAST GLASS, SAN FRANCISCO, CAL.

Radio Concerns Open Winter Sales Activities in Toledo

THE radio market is opening up in Toledo, after a dull summer, and dealers are looking forward to one of the most active seasons in years. A survey of a number of leading dealers show that sales forces are being increased and advertising campaigns being outlined by local radio merchants in anticipation of the fall market.

At a recent meeting of Atwater-Kent dealers in the Toledo district, which was attended by officials of this company and of the Cleveland Ignition Company, Ohio distributors, outlined a very optimistic future for radio sales in Toledo during the coming season. Atwater-Kent began their advertising with a half showing of thirty-six panels of 24-sheet posters, scheduled to run for several months. There is at least one local dealer who is using a small poster campaign. A considerable number of Atwater-Kent dealers in small towns adjoining Toledo are either using poster advertising or have contracted for early posting.

Campaign on Five Cent Cigar

The local Zenith distributors have also started a small poster campaign. The Radiola company took half a page of newspaper copy to announce their new models.

The local association of radio dealers is planning to put on one of the biggest radio shows this fall that has ever been held here. The show is scheduled for the Coliseum for the week of October 11, with practically all the dealers participating. Incidentally, a local automobile merchant ran a special newspaper copy several days ago, offering a radio receiving set with each used car sold.

Manufacturers of cigars and cigarettes are going after the Toledo market. There is one cigar

Price Cutting Rampant on Cigars and Cigarettes; Local Industries Engaged in Ten Million Dollar Building Program; Weather Benefits Crops

manufacturer who is applying the now famous words of the vice president in the last Democratic administration, the late Thomas Marshall, that "What this country needs is a good five-cent cigar," to Toledo. Special sales crews of the Hemmeter Cigar

were taken for this cigarette several weeks ago. Old Gold cigarettes, already good sellers here, are scheduled for newspaper campaign, beginning the latter part of September.

In the meantime, downtown cigar stores are meeting the cut prices of Schulte's and Lane's drug stores and others, in selling practically all ten-cent cigars at three for 25 cents or four for 30 cents. Higher priced cigars are being sold at correspondingly low



Toledo housewives brave the September heat wave to begin Fall shopping.

Company are in the city putting over a sales campaign on Champion cigars. Their poster campaign of a half showing, reinforced by more than fifty-three-sheet panels, started the latter part of September.

The newspaper and 24-sheet poster advertising of Chesterfield cigarettes is being supported by three-sheet posters. Two hundred of the small poster locations

rates. Such well known cigarettes as Camel, Lucky Strike, Chesterfield, Old Gold, and Bark-ing Dog may be bought at two packages for a quarter.

Electric washers are holding up their sales here. The Maytag branch has recently ended a one-month sales campaign. This company report an increase of 10 per cent in sales so far this year, as compared with the correspond-

ing period of 1926. Laundry owners had a dull summer, but are optimistic about the fall business. A number of local laundries have subscribed to the financing of the national advertising campaign which is scheduled to begin in October, under the auspices of the National Laundry Owners' Association. So far no definite plans have been announced by the local laundries for advertising to tie up with the national campaign.

The dry cleaning industry was thrown into chaos recently when one firm opened a downtown office and announced a price cut of 50 per cent on the cleaning of suits. With one exception, the cleaners had been charging \$1.50 for each suit. The new price was quickly met by other downtown dealers. The City Dry Cleaning Company has long been cleaning suits at \$1 each on a cash and carry basis. This company has recently installed the miraclecleaning process and is advertising it on posters and in newspapers.

Weather Benefits Crops

The dry goods business, while it has gained in retail volume for the year, as compared with the same period in 1926, suffered a temporary dullness in September, due, according to downtown merchants, to two factors. One, the unseasonal hot weather, with the temperature running over 90 degrees, which is holding up fall business. The other, the infantile paralysis scare, which already has caused the board of education to delay the opening of schools two weeks. Although there has been only one adult case reported in the active stage, parents have been advised against permitting their children to congregate. This of course keeps many woman shoppers from going downtown. The head of one of the largest dry goods houses reports an increase of 7 per cent in sales volume, as compared with the same period last year.

So far the unseasonal hot weather has benefited Ohio crops to the extent of several millions of dollars, according to state authorities. Wheat and corn have especially been benefited by the

hot weather. Fruits are plentiful in the Toledo district. Peaches are selling as low as \$1 a bushel ranging from fair to good quality. Tomatoes may be bought at 60 cents a bushell, but the general prices are around \$1.

The Roxana Petroleum Corporation is running one full page copy, in addition to its regular newspaper and poster advertising. While local officials would not divulge their plans, they admit that this company is planning an expansion program in this district. Gasoline is retailing here from 16 to 21 cents, war tax included, for the regular grades.

According to the industrial department of the local Chamber of Commerce, there is a \$10,000,000 building program being carried on here by local industries. Chief among the buildings under construction is the new warehouse being built by the Miller Construction Company of Detroit for the Great Lakes Terminal Warehouse Company. This building, which will be located near the Union Depot, will have seven stories and will cost \$3,000,000.

Complete New Theatre

The H. J. Spieker Company, local contractors, are building a new body plant for Willys-Overland at a cost of nearly \$300,000. Some of the other firms who are building smaller additions to their plants are: The Toledo Machine and Tool Company, Toledo Furnace Company, and Air-Way Electric Appliance Corporation.

The new State Theatre built for the Atlas Theatre Company, is being completed by Bergeron and Tattersall, Toledo contractors. The electrical contract has been awarded to the Fowler Electric Company and plastering to Collins and Dunlap, both Toledo firms. The theatre is being built on Collingwood Avenue, the heart of Old West End and the avenue of churches, part of which has been classed as a commercial district. It will have a seating capacity of 2,000 and it will represent an investment of \$500,000. Plans are also being made for the construction of the Auburn Theatre, in the Auburndale district.

The Surface Combustion Company, manufacturers of industrial and domestic furnaces, and other appliances, have moved to Toledo from New York. This firm is a subsidiary of the Henry L. Doherty Company, which already has extensive interests in Toledo.

The Toledo Council of Churches has decided to co-operate with the Better Business commission in a campaign to put an end to the raffling off of automobiles. The city safety director has also promised co-operation, but citizens in general, doubt the success of such a campaign.

Employment has been unsteady here for several weeks, the number of persons employed fluctuating from week to week. But the general tenor of business is considered as being satisfactory and bank clearings are showing gains.

The fall elections will have the added significance of voting on the proposed city manager form of municipal government.

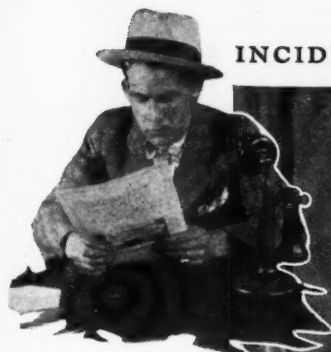
Food product manufacturers are increasing their advertising lineage in Toledo papers, preparatory to the opening of the fall market.

HONOR CHAS. BAUR ON ANNIVERSARY

A dinner in honor of the completion of twenty-five years of service with *The Iron Age*, was recently given Charles S. Baur, general advertising manager, at the home of the president, F. J. Frank, Pleasantville, New York. A silver tea service was presented Mr. Baur by the company and its executive staff at the close of the dinner.

SHIRTCRAFT ACCOUNT TO HOYT AGENCY

The Charles W. Hoyt Company, Inc., has been appointed to handle the advertising of the Shirtcraft Company, Inc., of New York, manufacturer of shirts. Trade papers and direct mail will be used to merchandise their new specialty, a collar-equipped shirt, until distribution warrants consumer advertising.



"See Me Your Next Trip"

BY THE time he had been in his territory a year, Joe Roberts had reached the unfortunate stage of knowing his customers too well. As a matter of fact they had become so well acquainted with him that they felt no embarrassment at all about breaking appointments with him, telling him they were too busy to see him, and literally "yessing" him out of the door. It was always, "Drop in and see me your next trip, Joe, nothing doing today."

Joe had taken these slights good-naturedly. True, he did lose some orders, but he hadn't let that worry him until, reading a Dartnell

bulletin for salesmen at his desk one morning, he became interested in the story of a salesman who had fallen in the same rut he had. This other salesman wasn't so good-natured about it, though. He stopped being easy-going and acquiescent; instead, he refused to be ignored. Customers weren't quite so familiar with him after that, but he got a whole lot more of their business.

From that time on, Joe Roberts' customers found it more difficult to get rid of him. And, as a result, what he lost in their easy familiarity he more than made up for in their respect and their orders.

The Week's Most Valuable Fifteen Minutes

How many of your own salesmen are losing business because they are too well acquainted with their customers? How many of them are losing business for any of a hundred other reasons? Joe Roberts' case was one his sales manager couldn't easily have diagnosed—to say nothing of remedying. It remained for a Dart-

nell News-Photo Bulletin for Salesmen to "put him wise to himself."

For a few cents a week you can fortify your salesmen with a knowledge of selling imparted by the best salesmen in dozens of lines of business. You can keep them supplied with a fresh stream of sales ideas combining the practical with the inspirational.

Thousands of salesmen are spending fifteen minutes a week reading these bulletins, and their intelligent application of the plans contained in them is reflected in their increasing sales.

THE DARTNELL CORPORATION

Publishers of

SALES MANAGEMENT MAGAZINE THE DARTNELL SALES SERVICE
PRINTED SALESMANSHIP MAGAZINE

DARTNELL NEWS-PHOTO BULLETIN FOR SALESMEN
DARTNELL ADVERTISERS' GUIDE "HOW TO SELL QUALITY," ETC.

CHICAGO and NEW YORK, U. S. A.

THE DARTNELL CORPORATION
4660 Ravenswood Avenue
Chicago, Ill.

Send me a sample copy of the Dartnell News-Photo Bulletin for Salesmen.

Name.....

Address.....

City.....

New Ford Cars Expected to Reach Chicago Early in October

TWO weeks ago large blue and white posters appeared, over night, in the show windows of the fifty-two authorized Ford dealers in Greater Chicago, beseeching the public to "Wait for the New Ford. Coming soon!"

These posters arrived in Chicago unannounced from the factory. Dealers were instructed to post them at once, but since then they have received no further word. They are confident, however, that they represent the opening gun in an introductory campaign which will begin, according to reliable reports, either the first or the second Friday of October.

Dealers' Problems

Many of the dealers supplemented these posters with signs of their own making. Painted in blue and white over an entire show window their signs warn passers-by, in bolder type, to wait before purchasing another car. Incorporated in the copy are all the details dealers have been told about the car. "You'll want to own the new Ford because of its speed, pick-up, comfort, safety, stamina—and because it's such a good-looking car. There's a bit of the European touch in the smart, low trim lines of the new Ford." Not much in the way of facts, but the best dealers can do!

One thing that is definitely known is that the Ford teaser advertising campaign has been printed and is now waiting for immediate shipment at a big local printing house. But the dealers aren't concerned with the campaign; they don't care when the advertising is going to be released. As one of them stated, "We don't want to see the advertising. All we're interested in is the cars."

For the last six weeks or two months the fifty-two local Ford

Teaser Campaign Reported Ready for Release; Dempsey-Tunney Fight Stimulates Advertising; Sears-Roebuck Open Fourth Chicago Store

dealers have had nothing whatever to sell. Shortly after Ford stopped turning out new cars last May, their stocks were exhausted and they were forced to comb the small towns, villages and cross-roads within hundreds of miles of Chicago trying to locate unsold new cars. Having exhausted that supply they have been searching the city frantically for used cars, and have now reached a point where there isn't a 1926 or 1927 coupe in the stock of any dealer in town. Salesmen have left the agencies in hordes. Overhead is consuming large slices of their reserve capital, and some of them are pessimistic enough to think that even when, and if, the new model appears, they won't have the money to take care of the huge immediate demand.

A Waiting Game

A man high up in the Chicago dealer organization, however, sees a ray of hope in the assurance that demonstration cars will be shipped into the city before October 10. It will probably be the first of November, he declares, before any cars will be ready for delivery to purchasers, but with a few demonstration cars they can re-hire salesmen and begin taking bona fide orders.

Two illustrations of the effectiveness with which the delayed announcement of Ford cars is holding up automobile activity in Chicago, even in the higher priced fields, are found in these facts:

The Cadillac-LaSalle salon, a fixture for months in the new Pure Oil Building on Wacker Drive, was closed a few days ago and the models removed to the Cadillac showrooms on South

Michigan Avenue. This de luxe showing on the part of Cadillac was formerly held amid gaudy carnival surroundings opposite the Drake Hotel on upper

Michigan Avenue.

The other significant item is the painted Jordan poster occupying one of the most expensive locations on Sheridan Road. It carries the information that Jordan sales were the greatest during May and June in the history of the company, in the same wording that has been used there for over two months, indicating that there is nothing new to report about Jordan sales.

In the Wake of the Fight

Part of what the newspapers have been losing from automobile advertising, however, was made up during September by the interest aroused over the Dempsey-Tunney fight. Both the champion and challenger took occasion, while they were in Chicago, to indorse, recommend and otherwise bring to the attention of the public their preferences for certain items of diet, wearing apparel, and merchandise of many sorts. Tunney, for example, was induced to recommend, among other things, Joe Grein's Sauer Kraut Juice as having a regular place on his menu. In quarter page advertisements Dempsey was pictured sitting at his new Wurlitzer radio enjoying the reception.

While the fight itself, resulting in sales of something like \$2,500,000 worth of tickets, was the biggest selling campaign of the month in Chicago, other campaigns of varying degrees of importance centered about it. Radio manufacturers, particularly, greatly to the annoyance of Tex Rickard, took every opportunity of urging people to listen in on the fight over their particular brands. Mohawk, Freshman

Masterpiece, Fada, Atwater Kent, Radiola, Sterling, Kolster, and several others ran frequent insertions on definite schedules the two weeks preceding the fight, either through dealers or with the advertisements placed direct from the factories. Sonatron and Cunningham tubes, Balsa wood reproducers and Temple loud speakers, and Philco batteries likewise were represented. The fight, however, while it served the radio people well as a feature, was used generally only as an incidental part of their fall and winter campaigns opening last month on fall schedules.

Fight Stimulates Advertising

With true department store aggressiveness, the Fair Store, the Boston Store, Carson Pirie Scott and Company and even Marshall Field's vied with Almer Coe and Company, opticians, and the Bass Camera Company in advertising field glasses for the fight. With the \$5 seats three city blocks from the ring, they did a good business, too. Binoculars at the Fair and Boston stores sold as low as \$5, ranging up to \$75 or \$100 at the other stores. Carl Zeiss, one of the leading manufacturers of binoculars, co-operated with dealers in handling the advertising.

Meh's furnishings stores used large space to tell fight fans what to wear on a chilly night; restaurants and hotels used the slogan, "After the fight," with wide varieties of copy; Chancellor cigars, advertised as "Champion for Fifty Years," was recommended as the logical smoke for the fight; Walk-Over shoes, pictured in the same sketch with the contestants, were hailed as champions likewise, and the advertising profession generally tied in with the event in every possible manner.

Capper and Capper even ran an advertisement the following day suggesting that losers pay their fight bets with one of their hats. Lyon and Healy had fight films ready to sell the next morning and advertised the fact. Krenn and Dato, large real estate operators, used a picture of the

DUR-O-LITE

broke the Ice

EVER find your sales efforts completely blocked, because the customer refused to warm up and give you a real hearing?

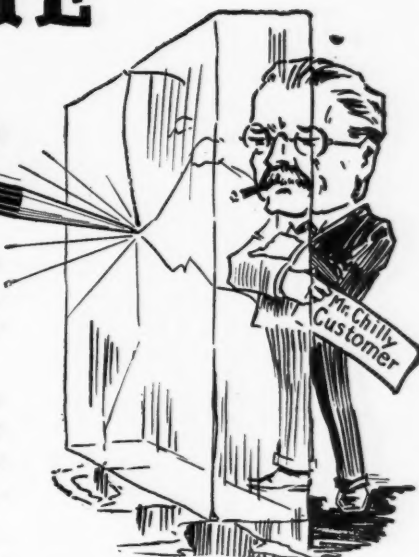
Or write letter after letter to a bunch of prospects and never get a ripple to indicate that you had made an impression?

Or pay lots of money for a sales exhibit at an Exposition and find when it was all over that you had left no tangible remembrance of your company with the good customers that visited your booth.

These are only three of the dozens of sales situations where a simple, inexpensive good will builder would have broken the ice for you and brought your man closer to the dotted line. That's where the Dur-O-Lite pencil comes in. It is so different from all others that you make a hit with it instantly. Your customer admires the looks, the mechanism, the spirit behind the gift—best of all "feels the difference" the instant he takes the Dur-O-Lite in his hand.

Seven New Features

- 1 The pencil body is made of a special composition, bearing the copyrighted name of Dur-O-Lite (because of its combination of unequalled DURability and LIGHTness).
- 2 Dur-O-Lite pencil bodies are unbreakable. You can drop this pencil on a cement floor. It will not break.
- 3 Dur-O-Lite pencils are made without any soldered connections whatever. Nothing to shake loose.
- 4 Metal to metal contact throughout. No possibility of binding.
- 5 Space for 12 leads, and 12 leads are actually provided with each pencil.
- 6 Each Dur-O-Lite pencil is unique in color. Colors specially selected for our pencils. Bodies are octagon and decagon in shape.
- 7 Its extreme lightness and balance give a "feel" all its own, and make owners say, "a delight to write with a Dur-O-Lite."



DUR-O-LITE PENCIL COMPANY
4541 Ravenswood Ave., Chicago, Ill.

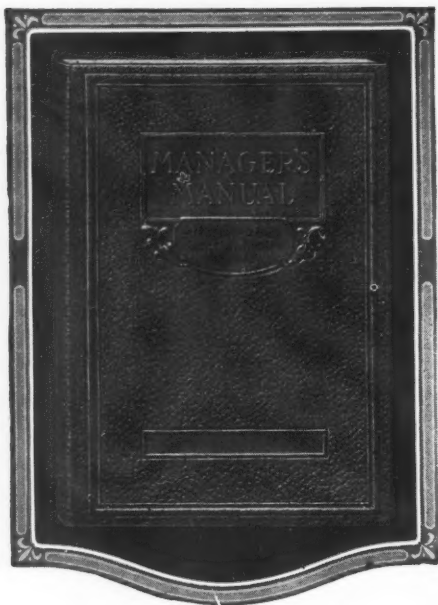
Gentlemen:

New ideas interest me. Send me, without obligation, a copy of your book: "Six Good Ways to Build Good Will."

Name of firm.....

Address.....

Signature.....



Important Books Should Look Important

WHEN the Life Insurance Sales Research Bureau published its Manager's Manual, the importance of impressive covers was recognized.

All four volumes of this manual are filled with information to help managers write more life insurance—important facts gleaned from years of experience. Molloy Made Covers are used to convey an impression of importance—they *look* important.

Through their handsome appearance Molloy Made Covers gain prestige for every book on which they are used. And by their extreme durability they add to its life of service—whether it goes into an insurance office or a machine shop.

Make your new book look as important as it is. Write us for suggestions and samples. There is no obligation.

MOLLOY MADE

THE DAVID J. MOLLOY COMPANY
Commercial Covers for Every Purpose

2869 North Western
Avenue
Chicago, Illinois



Sales Offices
in
Principal Cities

fighters across the top of full page advertisements purely to get attention. Another champion, pictured with a fight scene, was Walgreen's "double rich chocolate malted milk." There was no end to the parallels, both good and forced, drawn from the "fight of the century." Fight tickets were advertised widely as premiums and prizes by many companies the preceding two weeks.

Hold Annual Food Show

Another event of considerable importance during the month was the seventh annual Food Show and Household Appliance Exposition, held at the Coliseum from September 24 to October 1. Among the hundreds of exhibitors were practically all the national advertisers in the food products and home equipment field. Corn Products, Jell-O, Kirk's soap, Kraft Cheese, Orange-Crush, Pabst, Puritan Malt Extract, Quaker Oats, Shredded Wheat, and dozens of others all were represented.

During the week oil burner, electric dish washer, electrical appliance, and similar household products advertising appeared in the newspapers. The Commonwealth Edison Company took the event as an opportunity to post a special trade-in offer of \$30 for all old washing machines, regardless of make, age, or condition, when applied to the payment of a new Federal. The Conover Company ran three column, 9½ inch advertisements regularly during the show.

On Saturday, September 17, Sears-Roebuck and Company opened their fourth retail department store in Chicago at Sixty-second Street and Western Avenue to serve the southwest section of the city. The other three stores are located to handle trade on the north side, the west side and the south side. This latest addition to the chain gives Sears pretty complete coverage of the sections of the city where low-priced goods enjoy a large sale. Free parking space, as in the other stores, is a widely advertised feature of the new one.

Among the new campaigns launched in the city during September was the introduction of Stanolind furnace oil, a product of the Standard Oil Company designed particularly for use in oil burners. It is distributed by the Consumers' Company, Chicago's largest dealer in ice and coal.

Encouraged by the continuing success and advertising of Thompson's in giving shakers away free with a can of its "double malted milk," Loft, Inc., has featured a similar offer with regard to its "chocolate flavor sweetened malted milk." It is advertised in half-page newspaper space and on posters.

Advertise Hats Heavily

Now that a special crew of Coca Cola store and window decorators has replaced their summer displays with autumn scenes, and the radio and oil burner campaigns have opened in full blast, other strictly fall merchandise is coming into the advertising columns of the papers in great volume. Particularly in men's hats, top coats and fall suits is the lineage increased.

The deluge of hat advertising is headlined by full pages of Emerson hats, which are claimed to be sold by over 100 retailers in Chicago, and by the regular space given over to Stetsons by the two leading men's furnisiers, Maurice L. Rothschild and Henry C. Lytton's The Hub. Kaufman, Browning King, Shayne, Lelewer, Dunlap, and Disney hats are advertised in space ranging anywhere from two columns, ten inches, to half pages. Marshall Field's men's store offers Stetsons and private brands; Carson Pirie Scott is featuring Consul hats; Mandel Brothers' men's store gives its space to Berg hats, and Baskin is advertising Knapp felts. "Truly" Warner's downtown chain of hat stores sells unadvertised brands at from \$3.50 to \$5.

Incidentally, Baskin, having succeeded Rothschild as Hart, Schaffner, Marx's Loop representative in Chicago, has joined the select group of men's furnisiers using painted poster space

on upper Michigan Avenue. It takes rank there with The Hub's Society Brand clothes, Capper and Capper's Llamando overcoats, and Rothschild's private brands.

Candy bar advertising is showing an increase following its summer slump. The Williamson Candy Company is back on the "L" posters with its "Copy of Oh Henry!" Fred W. Amend's Chuckles, Old Nick, Black Crows, Diana Stuft Confections, and Baby Ruth are other bars leading a list of some twenty or twenty-five different brands in advertising space, most of them concentrating on poster and car card advertising.

Palmolive Has Special Offer

Following the successful advertising of Portis Caps on twenty-four sheet posters, announced in this department last spring as the first cap manufacturer to use that type of national advertising, the Washington Shirt Company has begun a campaign on the Roll-It cap handled by its chain of stores.

A few weeks ago Palmolive announced a special offer of a 25 cent can of Palmolive After Shaving Talc with each purchase of a 35 cent tube of shaving cream. While the campaign was still in progress Mennen came out on three-sheet posters with a similar offer, giving a can of its Talcum for Men and a jar of Skin Balm with each tube of shaving cream.

Lucky Strike window displays continue to dominate most of the cigar, independent drug and confectionery store windows, although crews of window decorators are putting in displays of Dr. Scholl's zino-pads in considerable quantity.

AT a recent meeting of the sales organization of the National Steel Fabric Company, Pittsburgh, Pennsylvania, E. L. Benedict, vice-president, announced the following appointments: Robert L. Glose, formerly sales agent for the company, was made sales manager. Charles C. Mercer, formerly sales counsel, was made advertising manager. continue as dealer sales manager.



For Sales Managers Considering Better Distribution On the Pacific Coast

IF YOU are planning Pacific Coast distribution or if you are trying to iron out the wrinkles in your present methods, send right now for a free copy of *"Increasing Sales Through Better Distribution on the Pacific Coast."*

This report is considered by many sales managers one of the finest pictures of Coast Conditions ever published. It contains maps, charts, statistics and other indispensable information.

Write for a FREE Copy Today

LAWRENCE WAREHOUSE COMPANY

37 Drumm Street
San Francisco

Versatility of Baking Soda to Be Nationally Advertised

BEGINNING with July and August issues of leading home and farm magazines, Church and Dwight, a company which last year passed its eightieth anniversary, launched its first national advertising campaign. Church and Dwight are the manufacturers of Arm and Hammer and Cow brands of bicarbonate of soda.

The Church and Dwight campaign is significant from a number of different angles, principally because of the fact that the advertising policies upon which the campaign is built are thoroughly in line with a number of recent campaigns successfully conducted by manufacturers of other types of products.

Like Listerine, like 3 in 1 Oil, and like Fleischmann's yeast, the Church and Dwight campaign is built upon the idea of extension of uses of the product.

Some of the new uses—or, to be more accurate—some of the old uses long known but not advertised, now being promoted, are these; treatment for sunburn, relief of indigestion, mouth wash, laundry use to achieve whiter clothes, as a dentrifice, a means for sweetening and cleaning babies' nursing bottles, as an ingredient for a footbath, relief from insect bites, and cleaning jars for canning and preserving. Sixty-eight different uses for soda are listed in the company's sales literature and in the various pieces of advertising.

Church & Dwight, an Eighty-Year-Old Concern, Opens its First Magazine Campaign to Extend the Uses of a Familiar Product

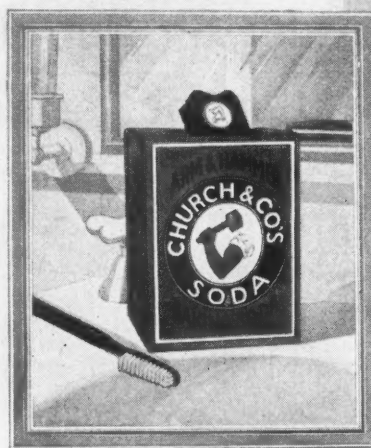
WHITE TEETH . . .

A Triumph of Clean Health

WHAT are the qualities which a dentrifice needs in order to give you the best possible service? It should have an alkaline reaction that neutralizes dangerous mouth acids. It should be soluble in water. It should be free from grit, yet have a definite "bite" that safely removes the harmful film from teeth. All of these requirements are met by Arm & Hammer Baking

Soda, known nation-wide as a necessary when cooking—it is pure Bicarbonate of Soda of the highest quality, its purity exceeds the U. S. P. standards. Used regularly on a tooth brush with a little water, Arm & Hammer Baking Soda (Bicarbonate of Soda) will correct acid conditions, keep your mouth wholesome, remove discolorations and

leave your teeth truly white—a triumph of clean health. Arm & Hammer Baking Soda is a safe, effective and economical dentrifice, highly recommended by dentists generally—get a package today at your grocer's.



Soother skin-irritation. Arm & Hammer Baking Soda (bicarbonate of soda) is often used to ease the discomfort caused by skin irritation—eczema, sunburn, etc. A little water makes a helpful, soothing lotion. Arm & Hammer Baking Soda is also delightful for bathing, most helpful in combating colds, it is an effective aid for hoarseness, sore throat, etc.

68
uses

FREE—fill in the coupon and mail today



CHURCH & DWIGHT CO., Inc.
80 Maiden Lane, New York

COW BRAND BAKING SODA AND ARM & HAMMER BAKING SODA ARE IDENTICAL—BOTH ARE BICARBONATE OF SODA IN ITS PUREST FORM

September 1927 Good Housekeeping

Efficiency as a dentrifice is one of the sixty-eight uses for baking powder now being nationally advertised by Church & Dwight.

Baking soda was originally sold, of course, almost exclusively for cooking purposes, but with the advent of many brands of baking powder, many of which made vigorous bids for business both through advertising and intensive personal sales work, the market for soda gradually began to narrow.

Because of the fact that usually either sour milk or buttermilk is

needed as a complement for the use of soda in baking, the market for soda tended to concentrate in rural centers where these two products were readily available. With the growth of cities, and the consequent moving of many country families to urban centers, distribution was later carried into the city market, so that a high percentage of distribution was attained. What is needed at present is a new stimulus for sales, and the exploitation of several dozen new uses is the means taken toward the accomplishment of that end.

The initial magazine advertising is spread out with a fair degree of evenness, over a period of twelve months. The space varies from single columns to full pages in color in leading women's periodicals. All of the copy carries a coupon which offers a free booklet "A Friend in Need," which describes the use of baking soda as a household remedy together with a free set of thirty colored bird cards for children. The response to the coupon advertising was immediate, bringing a steady stream of inquiries since a few days after the appearance of the first advertisements. On one day—the day after Labor Day—a total of 1791 coupons were received in one mail.

One of the things the new campaign is expected to accomplish, according to one of the officers of the company, is that of stimulating sales for what is commonly

ate, bringing a steady stream of inquiries since a few days after the appearance of the first advertisements. On one day—the day after Labor Day—a total of 1791 coupons were received in one mail.

thought of as "baking soda," through regular grocery store channels, to persons who, when they wanted "bicarbonate of soda" for medicinal purposes, have heretofore been accustomed to going to a drug store for it. Many do not understand that baking soda and bicarbonate of soda are exactly the same compounds.

Coincident with other new features in the sales plan, is the improvement of the package for both brands of soda. The new package has a patented cardboard opening whereby, after the package has been opened, it can be conveniently closed to avoid spilling and to insure perfect cleanliness for the product.

AGENCY OPENS NEW BRANCH OFFICE

CRUMRINE COMPANY, INC., advertising agency, announces the opening of a New York office at 1332 Fisk Building. Arthur M. Crumrine, president, is in personal charge. The Columbus Ohio office is being continued with Herbert R. Mallette as manager.

On a recent trip to the Pacific Coast, Mr. Crumrine established branch offices in Los Angeles and San Francisco and is opening another branch in Chicago.

HAZARD SEPARATES TWO LINES

THE Hazard Manufacturing Company of Chicago has separated its two distinct lines of business into two companies, retaining its present corporate name in the manufacture and sale of insulated wire and cable. A corporation chartered in Pennsylvania as the Hazard Wire Rope Company will take over the manufacture and sale of wire rope. The present management of the Hazard Manufacturing Company is retained by both companies.

Warren G. Platt, publisher of *National Petroleum News*, has purchased *Town and Country Club News*, a monthly publication with circulation in and around Cleveland.

Omaha Retail Grocers' Association

together with

Omaha World-Herald

cordially invites

Food and Grocery Product Manufacturers

to participate in their

Annual Food Show

to be held at the

City Auditorium



Week of October 17, 1927

A. B. P. WILL MEET OCTOBER 17-19

THE Associated Business Papers, Inc., will hold their fall meeting October 17, 18, and 19, at the Drake Hotel in Chicago. The keynote of the convention will be "Higher Goals for Business Under New Conditions — A New Summons to the Business Press."

Dr. Julius Klein, director of the Bureau of Foreign and Domestic Commerce, will be the principal speaker, and will summarize the trends in business and discuss the future of the co-operative relationships developed by business papers with industry and with the Department of Commerce.

O. C. Harn, managing director of the A. B. C., will lead a full session on circulation problems and solutions. In this session publishers, editors and advertising men will join with the circulation men. A stimulating feature will be the story of an around-the-country trip, by a man who learned some surprising things about the attitude of readers toward A. B. P. papers. Another practical feature of this session will be a series of brief talks by circulation men who faced and solved certain knotty problems.

Another speaker will be George Woodruff, chairman of the board of the Bank of the Republic, Chicago, who for several years has declined all speaking engagements, and who accepted this invitation to speak with the comment that he welcomes the opportunity to express to business paper leaders certain opinions he has reached about their opportunities.

The program committee, headed by C. J. Stark, president of the Penton Publishing Company, and Paul I. Aldrich of the *National Provisioner*, chairman of the committee on local arrangements, has arranged an intensely practical program, including a full day of detailed discussions of bread-and-butter problems and of the Association's work, as well as the addresses by business leaders.



Bausch and Lomb shipping clerk turns first air express shipment to leave Rochester, over to express official.

SENDS GOODS BY AIR EXPRESS

THAT aviation is decreed to play a great part in facilitating transportation in the near future, is shown by the recent experiment made by the Bausch and Lomb Optical Company of Rochester, New York, who made a transcontinental shipment with the loss of only one working day.

At Saturday noon, just before the close of business, a shipment of rush material was turned over to an express company for shipment by air. There is no air line in Rochester and the material had to go to Cleveland by train before it was put on the airplanes. Nevertheless it was delivered in San Francisco prior to the close of business on Monday. Considering Saturday afternoon not a part of a business day, the shipment required only eight hours of one business day in transit.

Dan Rennick, formerly editor with the Glen Group of Magazines, has joined the editorial staff of the Topics Publishing Company of New York City, publisher of *Drug Topics*, *Wholesale Druggist*, *Display Topics*, and *Drug Trade News*.

INSURANCE VOLUME SHOWS INCREASE

ACCORDING to figures furnished the United States Department of Commerce by the Association of Life Insurance Presidents, New York, the production of new life insurance by United States companies was 3.5 per cent greater during August of this year than during August, 1926. The first eight months of the year show an increase of 1.9 per cent over the corresponding period of last year. The compilation aggregates the new business records, exclusive of revivals, increases, and dividend additions, of 45 member companies, which have 81 per cent of the total life insurance outstanding in all United States legal reserve companies.

LIGHTING INDUSTRY OPENS DRIVE

For the first time in history, the lighting equipment industry is combining in a drive which foreshadows intense industrial activity, according to an announcement received from the Artistic Lighting Equipment Association of New York. Early October will see every concern affiliated with the association actively engaged in a membership drive to obtain the support of all eligible houses interested in, or allied with, the lighting equipment industry.

The drive is in charge of Herman Plaut, chairman of the campaign committee, and M. D. Blitzler, chairman of the standing membership committee of the A. L. E. A.

HOOVER RUNS TEST RADIO CAMPAIGN

The Hoover Company of North Canton, Ohio, maker of electric cleaners, will run a test campaign of radio advertising commencing October 6. The campaign will cover a period of thirteen weeks and will be broadcast on Thursday nights from station WEAJ, New York City, and a chain of twenty-one stations located east of Colorado.

"G. M. AND FORD NOT TO COMPETE"

THAT no competition will exist between the new Ford car and General Motors' products, was declared recently by Alfred P. Sloan, Jr., president of General Motors, Inc., in an address before automobile newspaper editors.

"If the past is any indication of the future, the new Ford car will appeal to a great mass of people," Mr. Sloan stated. "But General Motors is in quite a different position. Our idea is to make a car that belongs to the next higher price class.

"This year we expect to sell in excess of 1,500,000 motor cars at retail. In 1926 General Motors profits were around \$190,000,000. and if the balance of 1927 comes up to our expectations, we hope to do as well this year, if not better."

Mr. Sloan said that his company is prepared to meet any future contingency and added that the corporation's profit per car today is lower than at any time in the past, with the exception of one year, when there was a loss.

NEW BUSINESS BOOKS RECEIVED

THE ADVERTISING AGENCY PROCEDURE AND PRACTICE. By Floyd Y. Keeler and Albert E. Haase. (Harper & Brothers, 1927. \$6.00.)

THE MARKETING PROBLEM. By E. T. Elbourne. (Longmans, Green & Company, Ltd., 1926.)

INDUSTRIAL CREDITS. By Robert Young. (Harper & Brothers, 1927. \$5.00.)

PURCHASING. By W. N. Mitchell. (The Ronald Press Company, 1927. \$4.50.)

PERSONNEL. By George R. Hulverson. (The Ronald Press Company, 1927. \$4.50.)

FOURTEENTH NATIONAL FOREIGN TRADE CONVENTION. (National Foreign Trade Convention Headquarters, New York, 1927. \$2.50.)

HARVARD BUSINESS REPORTS. Volume II. (A. W. Shaw Company, 1926. \$7.50.)

PROBLEMS IN BUSINESS ECONOMICS. By Homer B. Vanderblue, Ph. D. (A. W. Shaw Company, 1925.)

BUSINESS CYCLES. By Wesley C. Mitchell. (National Bureau of Economic Research, Inc., 1927.)

PRINCIPLES OF MARKETING. By Harold H. Maynard, Ph. D., and others. (The Ronald Press Company, 1927. \$4.50.)

FINANCING AUTOMOBILE SALES. By William A. Grimes. (A. W. Shaw Company, 1926.)

HOW TO FINANCE HOME LIFE. By Elwood Lloyd, IV. (B. C. Forbes Publishing Company, 1927. \$2.50.)

New England's Second Largest Market

Rhode Island Resources

The total resources of Rhode Island Banks for the year ending June 30, 1927, were \$571,440,938.67. This represents a gain of \$39,458,582.00 over the previous year.

Savings accounts in Rhode Island Banks for the year ending June 30, 1927, amounted to \$320,916,157.60, an increase of \$21,799,450.00 over the previous year.

This prosperous and responsive market offers excellent sales opportunities to advertisers who use

The Providence Journal ... and ... The Evening Bulletin

Circulation 108,809 Net Paid

In 1926, these newspapers carried 24,717,446 lines of paid advertising, an increase of 1,104,527 lines over 1925. This is 72.28% of all advertising carried in Providence newspapers last year.

PROVIDENCE JOURNAL COMPANY PROVIDENCE, R. I.

Representatives

CHAS. H. EDDY COMPANY
Boston New York Chicago

R. J. BIDWELL COMPANY
Los Angeles San Francisco Seattle

It's New!



and
BRIEFOLIO
is helping
Salesmen make
More Sales

A sales portfolio combined with a handsome brief case. Compact, easily convertible, convenient to carry. Merchandisers and salesmen are enthusiastic over the results obtained with Brieffolio. It makes it unnecessary for them



to carry both a brief case and sales portfolio as separate units — yet gives them the tremendous advantage of visual selling.

To convert Brieffolio from a brief case into a display portfolio it is only necessary to fold back the base and press two snap-buttons into place. It is ready for use for catalogs, price lists, and other data.

Brieffolio comes in one standard size, equipped with 25 hinged display sheets for mounting photographs and other material. Equip your men with Brieffolios and watch the increasing percentage of difficult accounts they will close.

Send for illustrated folder describing Brieffolio and other styles and types of Pyramid Sales Portfolios. Mailed on request.

Pyramid Sales
Portfolios

"Ask the Man Who Uses One"

Michigan
Book Binding Company
1036 Beaubien Ave. Detroit, Mich.

Four Reasons for Seeking Export Markets Now

(Continued from page 550)

to be convinced that people who can buy automobiles can buy his product too!

After all, trade is between the people of different countries and not between governments or continents or main divisions. "Governments do not have commercial relations," said President Coolidge. "They can promote and foster commerce, but it is distinctly the *business of the people* themselves." If you will get to thinking of the people in foreign lands who are buying over a half-billion dollars worth of American automobiles annually you can't help getting the "let's-go" feeling on foreign sales. Already so many manufacturers of automobile accessories and replacement parts have got this feeling that there are some fifty combination export managers in New York City alone looking after the foreign sales of two to three hundred such manufacturers.

Help for Exporters

The fourth reason for believing that the time is now ripe for seeking foreign markets is that it is probably easier and less expensive to get started today than ever before, particularly for the small or medium-sized manufacturer. Under Secretary Hoover's administration of the Commerce Department, the Bureau of Foreign and Domestic Commerce has become a valuable aid. Banks, even down to the small correspondents of the bigger city institutions, are organized to render every assistance on the dread and confusing documents that once barred the way to the half-hearted. The pioneering work has largely been done, and one American product sells another.

Of most importance, for the factory that wants to start in a modest way and advance slowly without taking any undue risk of severe disappointment, is a development that has been going on

among the ranks of experienced export managers. There is a tendency for these men, many of whom have had long years of experience traveling in foreign lands and as managers of "built-in" foreign sales departments, to strike out for themselves as combination export managers. A combination export manager maintains a fully equipped office usually at a port, such as New York, from which he directs the foreign sales efforts of a group of manufacturers whose goods are allied but not competing. Usually these men are paid a monthly fee, which amounts merely to the manufacturer's share of office expenses, and, in addition, a commission of a certain percentage of the invoice value of all export sales. The working agreements vary, but usually there is an agreeable latitude for both the manufacturer and the export manager.

The Export Department

There have long been a number of successful combination export managers operating in the United States, but their ranks have been considerably added to in the last two or three years, so that today the manufacturer who does not want to go to the expense of maintaining a "built-in" export department can make arrangements with a capable group representative. Considering the many managers of high and low degree who have rushed into the motor accessory "bonanza" in the last two years and into some of the allied lines, the manufacturer should be warned that it is wise to investigate references before relying upon the representations of all who style themselves as "combination export managers." But that this method of getting started in foreign trade is one worth considering is shown by the fact that many manufacturers whose plants would fall in the group above the medium-sized classification have

successfully adopted it in preference to setting up a department of their own.

But this article did not set out to tell *how*. I have simply set down four good reasons—as they appeared to me in the course of several interviews—*why* now is a good time to get busy on that old idea of going after some export business.

CROOKED BANKRUPTCIES DECREASING

THE number of fraudulent bankruptcies reported throughout the country is steadily decreasing, according to the National Association of Credit Men, which is carrying on a nationwide fight against commercial criminals.

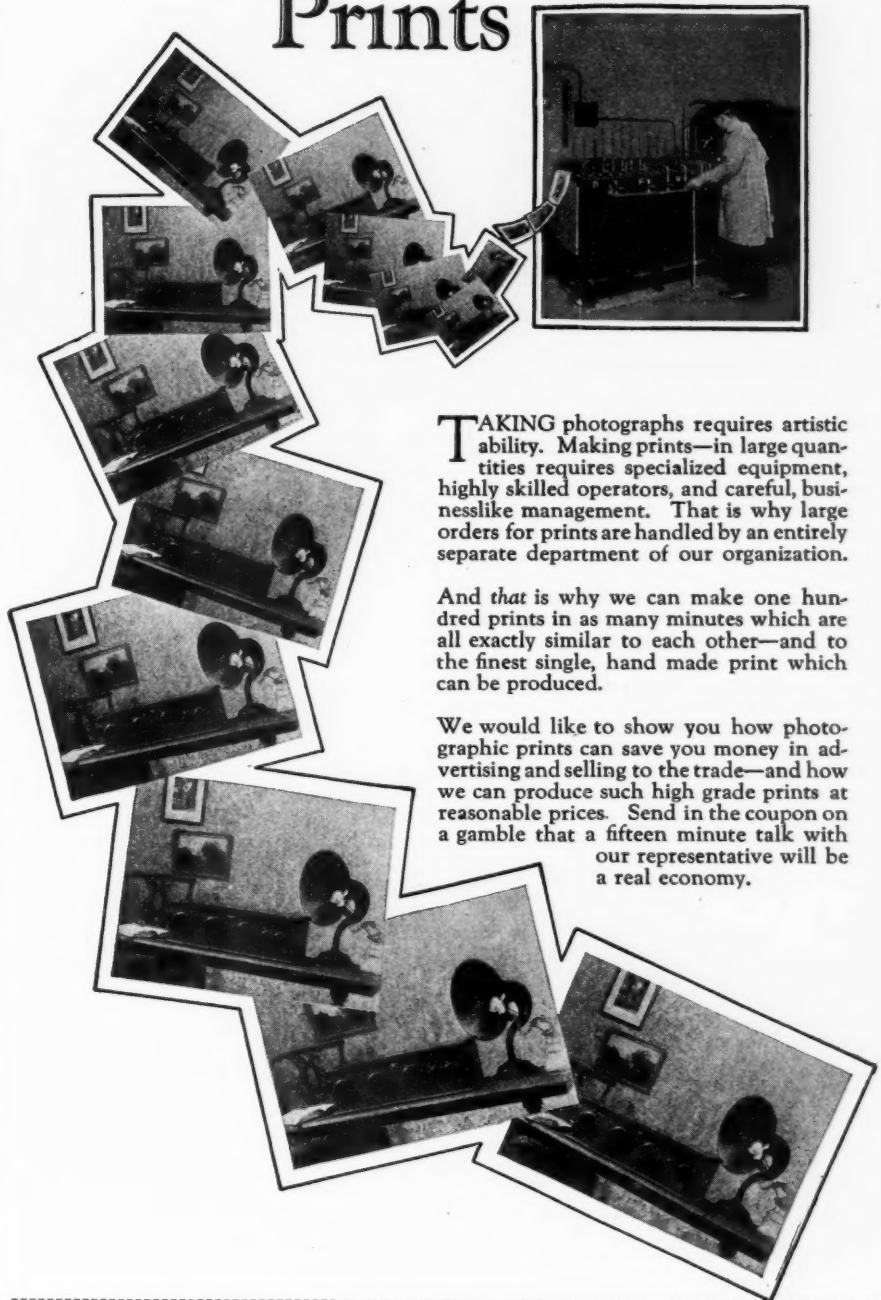
J. H. Tregoe, executive manager of the association, said today that during the twelve-month period ended August 31, 1927, the Credit Protection Department of the organization accepted 320 less fraud complaints for investigations than were reported during the corresponding period for 1926.

Mr. Tregoe attributes the decline in crooked failures, in large measure, to the deterrent effects of rigorous prosecution. He said that at the present the credit men's organization has 434 indictments pending against fraud suspects throughout the United States, and that in two years of operation has lost only 25 cases brought to trial.

NEW ACCOUNTS FOR McCANN AGENCY

The H. K. McCann Company has been appointed to handle the advertising of the Broadmoor Hotel, Colorado Springs, Colorado. This account will be handled through the Denver office of the McCann Company. Another new account of the company is that of the Maine Potato Publicity Committee, which will be handled through New York.

Quality Prints



TAKING photographs requires artistic ability. Making prints—in large quantities requires specialized equipment, highly skilled operators, and careful, businesslike management. That is why large orders for prints are handled by an entirely separate department of our organization.

And that is why we can make one hundred prints in as many minutes which are all exactly similar to each other—and to the finest single, hand made print which can be produced.

We would like to show you how photographic prints can save you money in advertising and selling to the trade—and how we can produce such high grade prints at reasonable prices. Send in the coupon on a gamble that a fifteen minute talk with our representative will be a real economy.

STADLER

PHOTOGRAPHING COMPANY

67 Irving Place
New York City

Complete Art Service

1322-20 Wabash Ave.
Chicago, Ill.

I'll listen to your representative talk about the economy of selling and advertising with photographic prints.

Name _____

Address _____

City _____ State _____

THE PARTY LINE



Those "Poor" Farmers

IT MAY be that Messrs. McNary and Haugen are right about it, and that the dirt farmers of stricken "loway" and neighboring commonwealths have been reduced to poverty by a heartless capitalistic industrial organization, but you can't convince Henry Field of Shenandoah that this is the case.

It has been Henry's experience that when he starts broadcasting over his "friendly farmers station" the farmers' dollars come rolling in. Henry started selling seeds over the radio in 1925, and that year's sales were about \$900,000. He is now doing a general merchandise business, and sales for 1927 will run over \$2,500,000.

In 8 months he has sold nearly \$350,000 worth of automobile tires, and in six months he sold \$50,000 worth of shoes, without the bother of a try-on. Coffee sales average a ton per day, and his orders for ham and bacon average two car loads a month.

"Yes folks," says Henry, "business is pretty good for us seed-house people."

More Facts for Agents

S. E. CONYBEARE recently said that the average manufacturer's advertising man does not know how to use his advertising agent. Mr. Conybeare is one of the few able advertising men who does not go in for the popular indoor sport of cussing his advertising agent. He is free to admit that there was a time when he did indulge in this popular sport, but says that it was because he did not know how to use an advertising agent. Let any group of advertising men get together and they will sooner or later begin cussing their advertising agents, complaining that the agency doesn't do this or it doesn't do that, or that the agency doesn't know this or doesn't know that.

It seems like a foolishly obvious statement to say that an advertising agent is no mind reader, or that he should not be employed to do detective work, but a great many advertising agencies have literally had to become detectives to say something about the products which they were engaged to advertise.

As far as we know, there is no record of an advertising agent having contracted

mental indigestion because his client gave him too much information.

A great deal of the superfluous and meaningless copy which appears in costly space results from the advertising manager's reluctance to take his advertising agent into his confidence, or it is the result of the manufacturer's inertia in not digging into his own business far enough to find the real facts concerning it.

Almost any product that is worth advertising, or any company that is able to advertise, has a real story, but these stories can never be obtained by a hasty trip through the factory and a glance at the products on display in the company's sample room. Yet a great many clients of advertising agencies expect their agents to produce good copy with no more facts at hand than those which can be obtained in a few minutes' talk.

Give your advertising agent more time and more facts, and watch your advertising improve.

E.W.

Expensive Dead Wood

DIRECT mail advertisers wasted from \$2,000,000 to \$3,000,000 this last year, the combined result of poor mailing lists and incorrect addressing. According to the record of the Post Office Department, 12,688,567 first-class letters, containing circulars and other advertising matter, were disposed of by the dead letter service. No record is kept of third-class mail, but it is probable that the number of booklets, catalogs and similar material that were never delivered was three or four times larger than the lost letters.

While the amount wasted in this way is startling, it is probably infinitesimal compared to the sum that is wasted in sending letters and other direct advertising to people who are not, never have been, and never will be prospects for the particular advertiser.

The little Gulf, Mobile and Northern railway down South has hit upon a sales promotion idea that has all the earmarks of being a bell-ringer. The men in the cab and the caboose wrote the letters—and one of them pulled twenty-two carloads of freight! The story is told in detail on page 555.

Art in Business

DOWN at 100 Broad Street in New York City, in the neighborhood where Aaron Burr, George Washington, and others made some thrilling chapters of early American history, is a three-story office building which was built by a business man who had not only imagination, but exquisite taste in architecture. It is the executive office of the Bush Terminal Company, and it was designed by the founder of the company. Built in Old Dutch style throughout, it is almost beautiful enough to be used for a home. The many-paned windows have small legendary decorations in colored glass. A staircase runs up the center of the main office immediately inside the lobby, and the office of the president has a stone fireplace which might have been transplanted bodily from some medieval great hall.

Fresh flowers were on almost every desk the day we were there. We remarked, as we left Mr. R. A. P. Walker, the vice president, that everything was architecturally perfect down to the very wrought-iron name plate hanging at the door. To those who have criticized American business for its stark commerciality, its lack of taste and imagination, we urge a visit down Broad Streetway. To us the Bush building was one of the sights of New York.

ARN.

The Wages of Sin

THE penalty paid by some industries for their backwardness and outworn sales tactics is illustrated by an article in the current issue of *The Bookman*, which describes the rotten sales methods in vogue among certain piano houses.

Although interesting and well written, the article is the product of a youngster of some twenty summers. What he says is doubtless true, but it is scarcely typical of the industry as a whole.

Nevertheless, everyone who reads it will have for many years a vivid impression of the crookedness of some piano salesmen. It is too bad that such a potentially great industry isn't big enough to clean its own house, so that it would be impossible to write articles which hurt all salesmen and all decent business houses.

CREDIT MEN O. K. INSTALLMENTS

AFTER considering the installment plan from the professional credit point of view, the officers and directors of the National Association of Credit Men, at their annual meeting held in Chicago a week ago, adopted a resolution characterizing the volume of installment credits outstanding today no burden on the nation's credit supply, according to a statement issued by George J. Gruen, president of the association.

"Although it has not been easy," the resolution said, "to keep installment credits within bounds, because of the fact that they lend themselves so readily to injudicious and excessive use, continuous insistence upon wise credit methods in controlling the installment plan have been exercised and have proved highly beneficial.

"Keeping constantly in mind the dangers of the installment system and the avoidance of these dangers by exercising careful credit methods will help to maintain a healthful flow of commodities which are usually sold on installments."

The officials recommended that for the existing anti-trust laws "there be substituted an act which accords more fully with present needs, which would be more certain of interpretation than the present statutes, and which would protect business against unwise practices and the buying public against injurious combinations."

The Gulf Oil Burner Corporation of Philadelphia has appointed the Charles W. Hoyt Company, Inc., to direct its advertising. Newspapers throughout the eastern states will be used.

Reed G. Landis Company of Chicago, formerly Arnold Joerns Company, has been selected to handle the advertising of the Chicago Record Company, manufacturer of phonograph records.



The Star Salesman

IN ANY line he is the man who tells his story most interestingly, comprehensively and convincingly—with the least expenditure of valuable time.

His greatest ally is the human eye. By the use of graphic stories—visual presentations—he concentrates the buyer's attention, he never becomes side-tracked nor overlooks an important point. Burkhardt bindings, loose-leaf devices, and display binders can set the eye to work for your salesmen, inspire confidence in your product and definitely help to close sales.

*Burkhardt Visual
Selling Devices*

The Burkhardt Company, Inc.

Burkhardt Building
Second at Larned Detroit, Mich.



The Burkhardt Double Vision Display Binder—first aid to visual selling. Folds up flat and compact. Can be set into a pyramid in a few seconds, unfolding your sales story correctly, concisely and convincingly.



"Visual Selling"

A book that is creating widespread interest among sales and advertising executives. If you have not already received your copy merely write your name on your letterhead and send in. It is mailed without charge or other obligation. Size 6x9 inches, 44 pages, printed in colors, more than 30 half-tone illustrations.

ASSOCIATE EDITOR WANTED

For monthly magazine going to producers and users of printing for sales purposes. Must have had experience in preparing and selling campaigns of printed matter and understand the printers' problems. Editorial experience essential. State age, background, and starting salary needed. **J. C. ASPLEY, DARTNELL CORPORATION, 4660 Ravenswood Avenue, Chicago.**

When the Man the Salesman Slighted Queers the Sale

(Continued from page 563)

Mr. Hyde, the salesmen, meet his son and demonstrate a door slide.

Now Thorn, Junior, knew pretty much as to just what was being purchased from this railway equipment house due to conversation with his father, but Mr. Hyde had no way of knowing of the relationship of father and son, because that had purposely been withheld by the boy's father. When Hyde met Thorn, Jr. and demonstrated his slide he did so in a rather high and mighty manner, severely miffing the foreman. As a final result the foreman was able to find complaint after complaint on other items in Hyde's line and pass them to his father which resulted in a reduction of business with that road of nearly 50 per cent.

How Business Is Lost

Another case of a subordinate's influence in a large expenditure which ran into thousands of dollars came to light in a conversation with a printer. Now this printer never amounted to much in a business way, although he had some very influential friends, and when a certain company announced a newspaper campaign he made it a point to find out what newspaper the campaign was scheduled to run in. He had some correspondence with a department head of one of the Ohio newspapers, who had played with him on a hobby, and while he had never met the man, he felt very kindly toward him and he knew that to get the campaign swung to his newspaper would be a feather in the newspaper man's cap.

So he dug out statistics bearing on the subject, made several calls and then presented the information to two of his influential friends. Purely out of friendship they took the matter up, passed it on to the advertiser and their agency and through the pulling of these strings the schedule was

changed and the other newspaper got the business.

An example of how an office appliance manufacturer lost the continued sale of supplies for his equipment came to my notice not so long ago. The representative called on the customer with the idea of picking up any orders that were available at the time and investigating the possibilities of an expansion of a certain filing system. The user was rather cool in his reception and the salesman in an attempt to complete his investigation asked to see the files.

Where Good Will Counts

Upon looking over the arrangement, he turned to the young lady who was operating the equipment and said rather sharply, "You have this all wrong. You are not taking advantage of the equipment at all." Now what he had to say was perfectly all right, but the way he said it undoubtedly influenced the operator as well as the owner of the equipment.

From then on the girl became more and more careless in the operation of the equipment and when she was checked up her alibi was usually that this was wrong and that was wrong with the equipment. The final outcome of it was that the equipment lay dormant and the manufacturer lost the sale of the supplies which would have been used if the equipment had been used as it should have been.

From these observations it can be readily appreciated that subordinates do influence the sale of many products. My opinion is that, while the sales force should not waste its time making complete demonstrations and selling the subordinate under the ultimate buyer, nevertheless the avoidance of cryptic remarks, sharp tones and a "high hat" attitude toward the subordinate will remove much of the negative side of the sale.

On the other hand, a kindly word here and there and a thoughtful act will do much to make a good impression and have a good word spoken for the product with the man who signs the order.

G. M. GRAHAM JOINS WILLYS OVERLAND

GEORGE M. GRAHAM, for years widely known in the automobile industry, has been added to the executive forces of the Willys Overland Company where he will act as assistant to its president, John N. Willys. It was with the Willys Overland Company that Mr. Graham originally entered the motor car industry. Subsequently he was vice president of the Pierce Arrow Motor Car Company and of the Chandler Motor Car Company, resigning the latter connection when illness in his family necessitated a year's trip abroad. Mr. Graham represented the automobile industry in Washington during the war.

COL. AUSTEN COLGATE DIES IN EAST

COLONEL AUSTEN COLGATE, vice president of Colgate and Company and a trustee of Colgate University, died September 5 of a heart attack while at his summer camp at Barnegat Bay in New Jersey. He was 64 years old. The funeral was held September 9, at Orange, New Jersey.

The Irwin L. Rosenberg Company of Chicago has been appointed to handle the advertising account of the Apex Stamping Company, Riverdale, Illinois, manufacturer of bottle caps. A general campaign is now being prepared.

Suggests Planks for National Business Platform

BUILDING up of the mercantile marine, elimination of the Federal inheritance tax, and reduction of the Federal income tax on corporations is suggested by Jacob Epstein, president of the American Wholesale Corporation, as planks for a national business platform to be submitted to the two major political parties. Mr. Epstein's suggestions were contained in a letter to the Baltimore Association of Commerce, in reply to an appeal for such ideas issued by the National Association of Manufacturers.

Discussing the need for an American merchant marine, Mr. Epstein said in part:

"Building up our mercantile marine would necessitate the modification of the LaFollette Seaman's law. Under the provisions of the LaFollette law, the operating expenses of a steamer sailing under the American flag are about 50 per cent more than those of steamers sailing under the English, German, Japanese, and other flags.

"My suggestion would be that the labor organizations, which are so strong for the La Follette Seaman's law, be invited to a conference and shown the folly of that law, which in the long run hurts labor instead of benefiting them. For example, today most of our shipyards are idle. They have no work to do because we are not building many ships, inasmuch as they cannot be operated profitably under present laws. As we are not building many new ships or sailing many ships under our flag, there is not much business for the drydocks in our shipyards. If these conditions were changed so that we could operate our steamship lines profitably, it would give a tremendous impetus to labor, as thousands of men would be employed the year around at good wages in the shipyards and relative industries. Besides, if we had a big mercantile marine, it would give employment to thou-

sands of seamen, etc. Statistics prove that for every man employed in an occupation, four others are employed indirectly.

"Then, again, when a steamer arrives in a port, it spends from \$5,000 to \$10,000 a day while in port in the purchase of supplies, fuel, painting, repairs, etc., and the seamen also spend considerable money.

"Another point which is lost sight of perhaps, is that at present when our merchants sell to other countries, the larger part of the goods is delivered by foreign steamship lines, and that gives them an opportunity to learn what we are doing in the way of export, besides a chance to become acquainted with everything we sell, and also to whom we sell, all over the world. That helps the other countries to fight our competition by having an insight into every transaction they handle for us. It is a condition similar to that which would exist if a large department store in any city had its goods delivered to customers by a competitor. Before long the store which is delivering the goods will get all the business, because the delivery of the goods gives an insight into what the competitor is doing."

CHANGES MADE IN HEARST STAFF

CHANGES in the promotion departments of the Hearst newspapers in Chicago are as follows: Andrew L. Carmical, for four years in charge of promotion for the *Evening American*, is now with the *Herald and Examiner* in the same capacity, while L. R. Brooks, recently with the *New York American* succeeds Mr. Carmical.

John A. Mansbergh has been appointed sales manager of the Russell and Erwin division of the American Hardware Corporation, New Britain, Connecticut. He succeeds Isaac Black, who became general manager.



Harry C. Millholland

MILLHOLLAND HEADS PITTSBURGH PRESS

HARRY C. MILLHOLLAND, for many years an outstanding factor in the operation of the *Pittsburgh Press*, a Scripps-Howard newspaper, has been advanced from the office of vice president and advertising manager to that of president of the Press Publishing Company. Owen M. Phillips will fill the resultant vacancy.

As announced in the September 3 issue of *SALES MANAGEMENT*, Frank T. Carroll, formerly with the *Indianapolis News*, is now assistant business manager of the *Press*. Other changes in the reorganization include the appointment of C. A. Mewborn as national advertising manager and N. H. Tomlinson as local advertising manager.

William G. Chandler, formerly president of the *Press*, is now general business manager of all the Scripps-Howard newspapers, with headquarters in New York.

GEYER COMPANY APPOINTS TWO

John L. Boyd, formerly of N. W. Ayer, and Dudley H. Brattin, formerly of the Millis Advertising Company, Indianapolis, have joined the staff of the Geyer Company of Dayton, Ohio, as account executives.

Published monthly, supplemented with bulletins and covers daily newspapers, farm papers, general magazines and business papers.

To select the proper advertising mediums, you need

STANDARD RATE & DATA SERVICE

IT GIVES up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes--and circulations on publications in the United States and Canada.

-----USE THIS COUPON!-----

Special 30-Day Approval Order

192

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois.

Gentlemen: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30-days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name _____

Street Address _____

City _____

State _____

Individual Signing Order _____

Official Position _____

Strong Chains and Weak Links

(Continued from page 552)

obliged to wait for attention while the clerks discussed matters of personal moment.

In presenting these facts, there is no attempt to make a case for the independent retailer. There are just as many people, probably, ready to complain about the treatment they have received from the independents as there are about the chains, and with just as much cause. The startling thing in the complaints against the chains is that, with rare exception, they are about the personnel. They reflect the indifference and the lack of responsibility that is inherent in any business managed by hired men.

Problems of Chain Personnel

In the matter of their employees the chains are at a disadvantage when compared with many other types of business. Merchandising, as they do on a price basis, they are obliged to keep their labor costs at the lowest possible figure. They cannot pay big salaries and still sell under the market. For this reason the average man of ability and ambition does not seek employment with chain store organizations. This forces them, for the most part, to recruit their employees from the ignorant, the untrained, and the left-overs from other fields. There are, of course, exceptions to this, and there are some chain organizations that reward generously. It may, in fact, be said that considering the type of labor employed, all chain organizations pay well. But the earnings of a chain store clerk or store manager are smaller than the wages paid for common labor in many industries.

"How long have you been with this company?" the manager of a store for one of the grocery chains was asked.

"Three years," he replied.

"Where are you from?"

"New York state." He named a town. "Never heard of it, did you?"

"No, I don't believe I ever did."

"Not much of a town. Father still lives there. He has the general store."

"Is that where you learned this business?"

"Well, I always worked in the store until I got a chance to go with this company. Quite a lot of difference, though, between this company and the store at home."

Chain Store Salaries

"Did you start in managing a store?"

"I should say not. I started in, like every one else does, working for another manager. I was an apprentice. Looked after stock, and finally got so I could order and make out the reports. Then I got a store of my own. This is my second one."

"Making lots of money, I suppose?"

"Oh, there's not much money in this business. I started in at \$15 a week. After three months I was raised to \$18. Sure was tough in those days. At the end of seven months I got a store, where I averaged from \$40 to \$50. But this is a good store, and I am doing fine here. This last week I cleaned up \$65. If I don't get changed I am going to have a good trade before long."

That, with slight variations, is the history of many of the chain store managers. They start at low wages; they serve long apprenticeships; and then they are placed in charge of stores, with incomes, in the grocery, tobacco, restaurant, and other lines, that are less than the wages paid to the drivers of laundry and milk wagons. In the department store and five and ten cent field, some of the store managers make considerable money, but they are exceptions. Even in these fields the earnings of the average salesman is bigger than the income of the average store manager.

What has here been said regarding the clerk and the unit manager does not apply to the major executives in the central offices. The managers, buyers, and many of the other department heads are, in the aggregate, a shrewd and able group of men. It is perhaps significant that, in the large majority of instances, these executives are the men who started the organization, grew up with it, and have their personal fortunes tied up in it. They are the controlling owners of the business they manage.

Marshall Field, it is claimed, was once asked what he would do if one of his major executives should quit.

"I would hire a new office boy," he replied.

In a consideration of the strength and the weakness of the chains, the question may well be raised, as to whether the type of office boys and store managers that are now being hired, will supply the talent and ability that will be needed when the present founder-owner-managers have passed their days of vigor and usefulness.

More Weak Links

While an incompetent personnel may be the weakest, it is by no means the only weak link in the strong retail chains. Coupled with this, and doubly important because of the nature of the business, is an increasing absentee ownership. Like the railroads, the steel companies, and other big organizations, the larger chains will in time come to be largely public owned. Two or three are already. In the case of other industries it is a generally admitted fact that as public ownership increased, operating efficiency declined. In the chains where personality is all important, the effect of such absentee ownership would be more severe than it has been in other lines of business.

Another weak link in chain store organizations is that they quickly reach the point where the economies from large scale operation disappear. The great advantage that the chains have, as

compared with the independent stores, is their ability to buy in large quantities and thus secure minimum prices. This is not the only saving they are able to make, but it is far their most important. Without it, they possess no important advantages not enjoyed by any other competent retailer, and they do have the important disadvantage of heavy overhead costs.

The Purchasing Problem

The ability to buy in large quantities gives the average chain a 10 per cent advantage over his independent competitor. Half of this saving, on an average, is immediately used to pay the heavier overhead. When the goods are on the shelves of their retail units, they represent an investment that averages about 5 per cent less than the average independent will be obliged to make if he buys in the usual quantities from his regular supply houses.

Unlike manufacturing, however, as the chains enlarge, the overhead increases, while the saving from large scale purchasing remains relatively stable. When purchases are increased from 500,000 units to 1,000,000 units, the price does not decline, while the cost of handling tends to increase. As was pointed out previously in SALES MANAGEMENT, many of the chains have already reached a point where no additional economies result from an increase in retail outlets.

This limitation constitutes one of their weak links for the reason that the chains, right at this moment, have probably reached their limitations so far as the economy of large scale operations are concerned. From now on costs are likely to increase rather than decline. Deprive them of their ability to sell under the market, and still make a profit, and you have taken from the chains their principal competitive advantage.

There is evidence on every side that the chain stores are meeting increasing competition, and this is another of their weak links. In the first place, the big organizations are themselves at each other's throats. Rival stores in close proximity actively compete



Improved Market

Washington, D. C.

Business in Washington, D. C., population 528,877, is improved. Wholesale and retail trade, automobiles, building, banking, in fact, every channel of business as examined by experts shows improvement.

The newspaper business during the past summer was good. There was no appreciable 'summer slump.' The Washington Times did good business and is doing good business.

In August, 1926, the circulation of The Times was 52,627. In August, 1927, the circulation of The Times was 76,094. This is a gain in the net average paid daily circulation of 23,467, or 45%.

The Washington public is making room for this good newspaper. The better the newspaper the more room. And The Washington Times will gladly make room for more good advertisers.

WASHINGTON TIMES



TALK to Potential Buyers Who Can Afford to LISTEN --talk to them thru the Newark Evening News

the HOME NEWSPAPER
of Newark and Northern
New Jersey

ITS 90 per cent Home Delivered Circulation—the largest in the State of New Jersey—is distributed to eight out of ten of the English-speaking families of Newark. This same circulation covers an area of proven wealth and purchasing power—an area having the greatest concentration of population in the United States.

And—Income Tax Statistics—an infallible index to the wealth and purchasing power of a community's inhabitants—show that approximately 75 per cent of the Income Tax Collections from New Jersey are derived from this section.

ITS residents—NEWARK EVENING NEWS readers—respond liberally to well-directed, well-placed advertising. Proof is vested in the enviable lineage records achieved during 1926, as in previous years.

**FIRST in
National
Advertising
and
SECOND in
Total Volume
of Advertising**

*Among ALL the six-day
newspapers published in
the United States*

Newark Evening News

Always Reaches Home

EUGENE W. FARRELL
Business and Advertising Manager
215-221 Market Street, Newark, N. J.

O'MARA & ORMSBEE, INC.
General Representatives
New York Chicago Detroit
San Francisco

for the business of the neighborhood. Sometimes this competition flares up into a fierce cut-price war, and goods are almost given away. Chain store records are too accurate to encourage fights of this kind very frequently, however, but this is a constant struggle for specials that will attract the buyers. So severe has this struggle become that many stores now sell half their goods either below or at cost. In some places in the east—Philadelphia and Brooklyn, for example—the only profits the chains make are on the products which they manufacture or control. In some instances this amount to only 25 per cent of all they sell.

The Retailer's Awakening

Competition, however, is not confined to the struggle between chains. The independent retailer is at last aroused and is fighting back. In this he is aided and abetted by the jobbers, and by a great number of manufacturers of standardized, advertised, trademarked merchandise. The jobbers co-operate with him by providing him with specials that he can sell in competition with his chain rivals, and many of them are doing everything possible to make him a better and a more efficient merchant.

The manufacturers, tired of the constant pressure that is brought to bear on them by the chains for ever-lower prices, and antagonized because their products are frequently sold at retail at less than they themselves received for them, have come to regard the jobbers and independent retailers as their best outlets. The result is that on many lines chains enjoy no price advantages not enjoyed by the regular jobbers and retailers. This tends to give the independent an even break so far as buying goes. With deliveries, charge accounts and the other services that he can give, and generally does, the live independent is finding it less difficult to maintain his trade in the face of chain aggression.

In many places the independents have formed buying organizations, or organized wholesale

houses of their own. They eliminate every useless expense, and do business on a cash basis. If their central organization is well managed, they are able to obtain merchandise on as favorable terms as their larger and more powerful chain rivals. In some places the independents have standardized their stores, and introduced such chain methods as they have found profitable. In some lines, they have developed brands of their own, and have used their local papers to advertise them to the public.

New Sales Plans and Ideas

The National Retail Grocers' Association has developed a correspondence course in merchandising, and a surprisingly large number of their members have taken, or are now taking, the course. Schools of commerce in many of the leading universities have become interested, and are helping the retailers to become better merchants through extension courses, a annual retailers' institutes, and the compilation of a vast amount of valuable data bearing on the problems of merchandising. Every effort is being made to equip the independent for the competitive struggle, and while it is unlikely that he will drive the chains out of business, it is just as improbable that he will himself be driven out. Whether he is, or isn't, the fact still remains that he is becoming an aggressive rival of the chains, and that as his efficiency as a merchant increases, his effectiveness as a competitor will likewise increase.

The militant attitude of the independent, combined with an equally militant attitude on the part of the jobber, may eventually forge another weak link for their strong chain rivals. That link is the possibility of unfavorable legislation. The independents and jobbers are local institutions. The chain stores are frequently branches of a foreign corporation.

It is within the power of state legislature and city councils to pass tax measures and regulatory legislation that will be both burdensome and irksome for the

chain store corporations. Precedent justifies belief in the possibility. Texas and some other western states have made it possible for their local insurance companies to thrive and prosper at the expense of their big eastern rivals. Not so long ago, there were many counties in Iowa that collected the major portion of their taxes from the railroads, and there are a good many places in this country where the direct-to-consumer people find it extremely difficult to do business.

While, in the long run, such discriminatory legislation is probably bad for everyone, still the independent retailers and the jobbers are both thinking about it. It is not the least bit difficult to find a man who will urge with fierce bitterness that the state ought to put the chains out of business. Local pride and local sentiment is strong in many places, and it would not be surprising to see some of this sentiment crystalize into regulatory legislation that will be neither to the liking nor to the advantage of the chain store corporation.

DISCUSS CHAIN AND MAIL COMPETITION

METHODS for fighting the competition of chain stores, direct mail manufacturers and mail order firms will be the subject of a conference to be held in Chicago October 26-29 by a group of leading Middle West manufacturers, bankers, and retail merchants.

George H. Cowan, formerly vice president and general manager of Wilson & Co., meat packers, is chairman of the executive committee. Mr. Cowan's address before the conference will be entitled, "Death by Mail."

Invitations have been sent out to trade exports, statisticians, editors, bankers, merchants, and other business men in the Middle West. It is said that the organization may be incorporated after the meeting to "take concerted action looking to the alleviation of conditions under which business throughout the Middle West is suffering at present."

The Primary Farm Market

NO arbitrary group of states or counties or townships or school districts nor any one of them can constitute the primary farm market. It consists of a mighty composite in which each farm, or ranch, or plantation, or orchard, or truck patch—any place in the United States—with its owner or operator is a basic part. If your distribution warrants national magazine advertising your product is now within reach of any farm family in the United States. Such a distribution has established a reason for using national farm papers to reach all of the rural section of the American market. More than a million farm families read *Farm Life*. Other millions read other good farm papers.

T. W. LeQuatte
Advertising Manager

Farm Life

Spencer, Indiana



EDITORIAL COMMENT



The Morrow Appointment to Mexico

Wall Street's quick reaction to the appointment of Dwight Morrow as United States ambassador to Mexico should not pass unnoticed by sales executives interested in extending their sales in that country. There can be no question that President Coolidge's action in sending a former Morgan partner to Mexico will not only strengthen the technical position of Mexican securities here, but means that more American capital will find its way into Mexico for the development of that country. Mr. Morrow is well equipped to deal with questions essential to Mexico's industrial stability, and there is good reason to believe that he will exert a far-reaching influence on that country's immediate future. Mexico is already a heavy buyer of our products. It is perhaps one of the greatest potential export markets that we have. With the prospect of better economic conditions and greater financial stability, which, in our opinion, will be hastened by the Morrow appointment, Mexico is a market that warrants serious sales effort during 1928.

Ford's Sales Problem

We are told by a man who has an accessory contract for the new Ford, that more than 800,000 of the new Ford cars have been sold without the buyers knowing what they will cost or what they are going to look like. These are orders on which a deposit of at least \$25 has been placed. We also learn from our Detroit correspondent, whose sources of information are reliable, that Ford plants are being equipped to produce 10,000 of the new models a day. In other words, Mr. Ford will attempt to sell 2,000,000 cars in 1928 in addition to those sold in advance.


This might not be such a difficult sales task if the Ford dealer organization was organized and primed, ready to go. But the Ford dealer organization is in bad shape. It is a question whether the dealer organization can be whipped into shape quickly enough to market 2,000,000 cars next year. Methods which have proved successful in the past cannot be depended upon to qualify under the existing competitive situation. New sales methods will have to be developed; the dealer organization must be greatly strengthened.

But great as the obstacles are, we are by no means sure that Ford will not find a way, as he has on other occasions. The fact that he has reversed himself on advertising and will put the full force

of paid advertising behind the new model suggests that he is not entering into the battle with any preconceived notions. He quite evidently intends to fight the enemy with their own weapons, and as many new implements of sales warfare as he can devise. It is this phase of the situation that should be watched carefully by the sales manager in every line of business. Just as the World War sent many of the accepted methods of fighting to the junk pile, and brought in chemical warfare, tanks, and long-range guns, so the coming contest between Ford and General Motors can be expected to exert a far-reaching effect on the sales tactics of the next decade.

Who Does Your Printing and How Does He Do It?

The Graphic Arts Exposition which just closed in New York proved to be an eye-opener to thousands of sales executives who visited it. No buyer of printing could study the exhibits without being impressed with the phenomenal development of high-speed machinery for producing printing and reducing costs in the composing room. These evolutionary methods should mean lower printing prices. But the buyer of printing will not reap the benefit of the savings which can be effected by this modern equipment unless he patronizes printers who are progressive enough to install it. Do not fool yourself by thinking you have no interest in how your printer is going to produce your catalog or advertising matter. Above all, don't get the idea that the kind of equipment that a printer uses will be reflected in his bid. There is little if any relation between what you pay for your printing and what the bids on it might be. You are buying your printing, whether you realize it or not, on a *cost plus a profit to the printer* basis. If the printer cannot get his needed profit in the price he bid, he will get it some other way. If he does not get it on one job he will get it on another. This is as it should be, otherwise there would soon be no printers. So directly or indirectly the buyer of printing ultimately pays for the luxury of keeping obsolete machinery running in a press room, and out-of-date methods operating in the composing room. How a printer produces your work, his hour rate for hand and machine alterations, his use of cost-saving machinery, mean far more to the buyer of printing than a competitive bid, which in nine cases out of ten means nothing once it has served its purpose of securing the order.



What to Shoot at This Fall-

OF NINE industries mentioned by a prominent statistical service as representing the best sales opportunities for the balance of 1927, three of them are textile industries, as follows:

**Cotton Manufacturing
Rayon Manufacturing
Wool Manufacturing**

From your angle, this means that you can cover three of the nine through a single publication — Textile World. These three branches of the textile industry are decidedly on the "up." In other words, the advertiser who appeals to mills handling cotton, rayon or wool is truly justified for every ounce of energy he spends to put his story across. . . .

*Have you a copy of
"How to Sell to Textile Mills"?*

Textile World

*Largest net paid circulation and at the
highest subscription price in the textile field*

334 FOURTH AVE., NEW YORK

Member
Audit Bureau of
Circulations



Member
Associated Business
Papers, Inc.



A Cover Paper that says Leather

Leather is the vogue; style, strength, permanency. Ranger Cover says leather; leather feel, leather looks; but it's a cover paper; carries the cost of mere paper.

Dress your booklets, catalogs, sales literature in various rich colors of leather-like Ranger Cover: buff, tan chocolate, gray, green, blue.

Lay your plans, draw your designs, submit your dummy, on Ranger Cover. It is a big step toward a happy result.

Coupon brings the sample book

RANGER

COVER

HOLYOKE CARD & PAPER CO.
55 Fiske Avenue
SPRINGFIELD, MASS.

Holyoke Card & Paper Company

Sample Book of Ranger Cover, please. We want to get the looks and feel of your "leather" idea.

My Name

Company

Address

Competition Bother You?

You will find a lot of mighty good ideas on how others are meeting competition in the Dartnell Survey of Competitive Trade Practices—the biggest six dollars worth of semi-confidential facts on how to overcome the vital problems of competitive selling ever offered. More than 10,000 copies have been sold. More than \$25,000 spent to gather the information you get for \$6.00—including the loose-leaf binder, indexes, and contents. Get it on approval.

THE DARTNELL CORPORATION
4660 Ravenswood Avenue CHICAGO

SHALL WE FIRE THE SALESMAN?

(Continued from page 558)

constant changes—men are discharged, they resign, or are transferred to other positions outside the sales force. Salesmen know this, and think nothing of it.

A Question of Policy

"But this year when one of the men heard of another leaving the company his only comment was, 'Well another neck fell under the quota ax!' And while he was saying it he wondered if his neck would be safe for another month or so. Naturally, such a feeling was reflected in their work."

When men work under pressure which has been applied as if with a grease gun, trouble is likely to result, as it did result in this organization. Here we have the spectacle of a sales manager afraid to move one way or another, afraid to carry out his threat, afraid not to, and his men all looking for other jobs, harried to distraction, and wondering what will happen next.

A more skilled sales manager could have obtained the desired result without nearly so much friction. He could have been more tolerant, and more tactful. But would it have got results? Are bigger sales, and 100 per cent quotas worth the price of such slave-driving tactics? Is it better to fall a little short of the quota here and there, or even to see the entire national quota drop off a little and maintain a loyal, earnest, contented organization?

Mrs. Kenneth S. Kirkland has joined the eastern advertising staff of *Children, The Magazine for Parents*, New York. She was successively in the advertising departments of *Women's Wear*, *The Dry Goods Economist*, *The Dial*, and more recently *The Butterick Quarterlies*.

Gutta Percha and Rubber, Ltd., Canadian rubber manufacturers, have appointed Norris-Patterson Advertising Agency to handle their tire advertising.

ADOPT AIR DELIVERY FOR TYPEWRITERS

(Continued from page 584)

stock. This will result in manifold savings to our company.

"The air delivery truck has been constructed to carry the greatest load per horsepower at the highest speed. Without this requirement, the project would be commercially impractical. In addition, the safety factor is of the utmost importance to the commercial success of the plane. The use of three engines, instead of one, all metal construction, and a safe load factor, which more than conforms to the safety standard required by the United States Department of Commerce's new aircraft regulations, are the cardinal principles embodied in our air delivery truck."

The machine is manned by an experienced pilot and a mechanic. These men will assist in compiling data on commercial aviation and on landing fields for commercial planes, making periodic reports of the conditions of fields where landings have been made, topographical features, the need for additional landing fields, and improvements needed on existing fields. This information will be available to other companies interested in commercial aviation.

NEW ACCOUNTS FOR Z. L. POTTER

THE Z. L. Potter Company of Syracuse, New York, has been appointed to handle the advertising account of the Bennett Better-Built Homes, at North Tonawanda, New York.

Other accounts now being handled by the Potter Company are Pass and Seymour of Syracuse, manufacturers of porcelain lighting fixtures, and the Protectahood Corporation of Auburn, New York, maker of asbestos lining for automobile hoods. The Potter Company is also placing an Ampico newspaper advertising campaign for the American Piano Company.

IDEA MEN

whose business it is to know the new things

Creative Printers

A coated, mottled, rippled, rich-colored cover paper that re-colors itself without ink under hot embossing die. Nothing like it. Prints halftones (it's coated). Smudge-proof; ordinary finger marks disappear instantly. No cover paper like it; made for creative printers by papermakers with ideas.

Commercial Artists

Effects — Light colors printed on dark shades, heretofore impractical, now practical with one printing for most subjects. We know; we made the cover stock. Effects — A cover that changes its color under hot die, giving two-tone value at one impression without the use of printing ink. See the Kroydon Cover Book; shows examples.

Advertising Managers

What's new? What's different? What'll we hit 'em with next? Seen Kroydon, the cover paper with built-in ideas? For instance, it's moisture-proof and tough, for mechanics' manuals, price books and parts books; will not show ordinary finger marks.

And how about an actual halftone reproduction of your product on your catalog cover? Kroydon Cover is coated, it prints a halftone beautifully.

But the unique feature of Kroydon is that it changes color at point of contact with a hot embossing die, giving a two-color embossed cover with one impression and no ink. Nothing like it; it's all shown in the sample book.

1—Smudge-proof 2—Self-recoloring 3—Halftone printing

HOLYOKE CARD & PAPER COMPANY

Makers of Cover Papers, Cardboards, Coated Papers and Specialties
55 Fiske Avenue, Springfield, Mass.

COUPON

Holyoke Card & Paper Co.: If you have built into Kroydon Cover the ideas you speak of, we as idea men would like to see the sample book which shows the evidence.

Name

Company

Address

KROYDON COVER

Are Your Letters Up to Snuff?

Not your personal letters—but those the folks in your business write to customers and prospects? Are they the sort of friend-making and good-will building letters that ought to go out from your company? Are they as good as they ought to be? As courteous and concise as they might be if your correspondents and executives had access to the Dartnell Program for Improving Sales Correspondence? Get a copy on approval. It only costs \$6.00.

THE DARTNELL CORPORATION

4660 Ravenswood Avenue

CHICAGO

Merry Xmas!



Here's a Little Token

FREE!

Clip the Coupon Below

Send for one of these handsome little Valet AutoStrop "Utility Knives." No charge. No obligation. Accept it with our compliments. Look it over. Examine it. Use it. You will agree that it is the handiest little jigger ever made—and something every man would like to have on the end of his watch chain, or in his pocket. Every woman wants one for her sewing basket.

WHAT IT IS

A utility knife made by the manufacturers of the famous Valet AutoStrop Razor. It uses Valet AutoStrop Blades. New blade inserted instantly when wanted, assuring keen edge at all times. Knife is made of heavy brass, highly nickel plated. Regular retail value 50c. Truly named the knife of a thousand uses.

WHAT IT DOES

Cuts cigar ends; sharpens pencils; opens envelopes; cuts paper; twine—cuts most anything; seam ripper; nail cleaner. A little giant in utility and performance.

HOW YOU CAN USE IT

A wonderful little Xmas Gift. An ideal sales-getter. A splendid goodwill builder. We imprint your ad—stamp it right on the knife. A permanent reminder of your thoughtfulness. A genuine business builder.

WHAT IT COSTS

The sample is Free. If you like the knife—you will want to know the price in quantities. Costs no more than a good cigar. Send for the sample—look it over. When we send your knife we will give you more "dope" about it—prices, suggestions, etc.

AUTOSTROP SAFETY RAZOR CO.
Sales Industrial Division,
656 First Ave., New York City

Mail me a sample of the "Watch Chain"
Utility Knife together with information.

Name.....
Address.....
Firm.....

Wheeler, Osgood Hold Open House Through the Mail

(Continued from page 560)

dealers have put on tests with a guessing contest for the weight in water the door will absorb during the week of the test. And all of them were well pleased over the interest and business created. You can get the everlasting gratitude of a dealer by helping him put over this test big. Get your office to write our branch sales manager and the complete plan for the big show will be presented to the man you have interested in staging this test.

Long Letters That Were Read

This letter is only general in character. Later we will tell you more in detail about the process of manufacture. From the enclosed picture, the first of a complete set, your dealers can get a good idea of what others are doing and how they can create interest in Laminex doors. Later a neat pocket-size binder in which you can preserve these interesting pictures will be forwarded to you, so don't misplace this first picture of the series.

One more thing occurs to us—repeat orders. It's pretty satisfactory to have a customer pin a bouquet on you when you come in, and say, "I want some more of those Laminex doors you sold me last time."

As a reading of this initial letter proves, it was a long one. So were all the others. None ran as short as a page, single-spaced, and one or two went to three pages. However, the company found that, contrary to a generally accepted rule, the salesmen did wade through these long letters and digest the contents.

The second letter of the series was accompanied by three pictures. The first photograph showed a great raft of logs in a lake near the company's saw-mill, ready to be hauled up the log slip to the mill itself; the second pic-

ture showed a large log traveling up the slip, while the third showed the large log being sliced into workable timber for doors. The text of the letter described these steps in the manufacture of doors and gave a few additional sidelights into the plant.

Through the Factory

Each succeeding letter and group of pictures carried the salesman step by step through the process of manufacture, until he was shown the finishing touches and a shipment of doors, being loaded for final distribution in England.

Excerpts from some of these letters show how the series was made interesting and how it was possible to make the salesmen see the plant in much the same way as if they had gone through it. For example:

"... The aerial tramway is one of the most interesting innovations that The Wheeler, Osgood Company has made and one that never fails to excite much enthusiasm in visitors to the plant. It does the work of a hundred and fifty men and twenty horses, to say nothing of scows, tugs and incidental wear and tear. . . ."

And again:

"... These dryers, each a hundred feet long and twelve feet wide, carry these sheets through, from a wringing wet condition, to a scientific dry, when they are inspected and sorted. Selection of logs, skillful peeling, scientific drying, up to this point carry us to what we believe to be our most crowning achievement—the preparation of a cement that will so weld these laminated sheets together, that we can safely tell a possible 23,654,563 readers to SOAK this product and SOAK IT HARD, in full confidence that the cement will not give way. . . ."

Here is how the "why" of higher prices is answered in this series:

"... Now, if, in addition to the above precautions, you lay a beautiful clear piece of veneer on both sides with Laminex cement, and subject the whole to the enormous pressure of 200 pounds to the square inch, forcing the cement into the very heart and fibre of the wood, you have what might be called a cohesive mass of wood fibre and cement, every part of which is forever married to every other part, and what WOCO has joined together, let no man put asunder! But any man is welcome to try. . . ."

As the first letter explained, each salesman was sent a neat binder in which to file and carry the pictures of the plant. Each picture was captioned freely, the caption of the picture to the right, as the binder lay open, being written on the back of the picture before it, and, therefore, just opposite it. Salesmen bound the seventeen pictures in this convenient holder after reading their letters, and the binder is serving as a permanent sales aid in pictorially showing dealers why this company's doors are worth more than ordinary doors. And the text of the letters aided greatly in the salesmen's presenting the story with the pictures, Mr. Lanning declares.

Jobbers co-operated with the company to the extent of supplying names of their salesmen and suggesting to the men, upon receipt of the first letter of the series, to study it carefully and watch for the others.

N. R. Crawford for several years director of sales for the Industrial Works, Bay City, Michigan, has resigned, effective October 1. No announcement has been made as to his future connection.

The advertising account of the Gillette Safety Razor Company will be directed by Barton, Durstine and Osborn, beginning January 1, 1928.

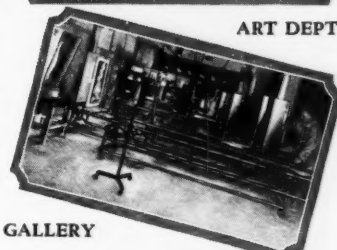
SUPERIOR

A GOOD impression on the reader is the result of a good impression on the page. Engravings are the first consideration.

Our product and our service live up to our name.

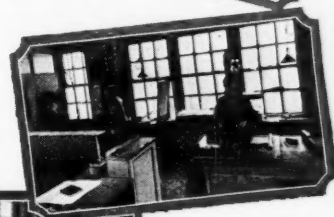


ART DEPT.



GALLERY

ILLUSTRATING
PHOTOGRAPHY
PHOTO-RETOUCHING



PROOFING DEPT.

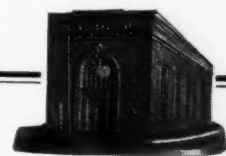


REN DAY DEPT.

SUPERIOR ENGRAVING CO.

215 W. Superior St., Chicago, Ill.

Phone Superior 1013-1014



Your Product On Book Ends

Advertise your product or show your trade-mark in relief on book ends. We copperplate and antique to represent bronze. Prices and complete information on request.

ALBANY FOUNDRY CO., Albany, N.Y.

A NEW HOTEL WITHOUT "Ups!" —it's never been done before!



5 minutes to Times Square, 5 minutes to Penn. Station,
8 minutes to Grand Central, and near all Steamship Lines.

Come and Compare!

CORNISH ARMS HOTEL

WEST 23d STREET, at Eighth Avenue
NEW YORK

ONE PRICE FOR ALL
THE ROOMS

THE 12-story fireproof Cornish Arms Hotel, just opened, has eliminated all the hokum of "up" prices. This convenient and comfortable new hotel has only one price for a single room and bath, \$3.00 per day. Double room for two, with bath, \$4.50. Remember, there are no "ups." There's a bath with every room: 340 rooms to select from. Excellent restaurant service at moderate prices.

Encourage your office staff to write BETTER LETTERS

MANY TIMES letters are sent out over the signature of an officer of a company about which the official knows very little. These letters are carelessly written, invoke ill will, and may result in the loss of a valuable customer.

To demonstrate the mistakes many letter writers make and to show better ways of saying the same thing, the Dartnell "Better Letter Program" has been prepared. It consists of thirty bulletins and contains many charts, model paragraphs and letters, together with a detailed program for putting the plan into effect in your office. The complete plan, with bulletins, letters and charts, is priced at six dollars. It will be sent to any rated company for examination. It may be returned for full credit within two weeks if you are not convinced that it offers a practical, inexpensive means of improving your correspondence.

The DARTNELL CORPORATION

4660 RAVENSWOOD AVENUE :: CHICAGO, ILLINOIS

A SAMPLING PLAN FOR "SWEETEST DAY"

A CO-OPERATIVE publicity tie-up with the national advertising campaign being carried on by the National Confectioners' Association in their endeavor to popularize "Sweetest Day" on October 8, has been worked out by Life Savers, Inc., of Port Chester, New York.

Instead of the regular sample package labels, Life Savers are wrapped for campaign distribution, in special labels imprinted with the suggestion, "Bring gladness to others on Sweetest Day, October 8." During the week of October 3 the entire sales force of the company will distribute these special samples to prospective candy purchasers throughout the country.

In addition to this wholesalers, retailers, chain stores and the candy, drug and tobacco trade journals are being informed of this special co-operative tie-up.

William Boyd Craig, in a recent article in *Nation's Business*, said that the National Confectioners' Association raised, by voluntary contributions from its members, over a million dollars for this advertising campaign.

"Its early advertising is of an educational nature," Mr. Craig said, "with an appeal to the public to make holidays pleasanter with candy. The industry is wisely trying to build sales for the periods that have in the past been dull times, namely, the late spring and summer month, and is making its holiday appeal apply particularly to the warm weather holiday jaunts and picnics."

At a meeting of the board of directors of Continental Motors Corporation, the quarterly dividend was declared payable October 31 to the stockholders on record October 15. With this dividend, the company will have paid to stockholders in 1927 the sum of \$1,408,676.

The Metal Ware Corporation of Two Rivers, Wisconsin, has appointed The Buchen Company, Chicago advertising agency, to direct its advertising.

Sales and Credit Managers Can Work Together

(Continued from page 554)

long term of years, the credit manager makes it a point to bring to the attention of the sales manager cases where the credit standing of a customer is so much in excess of the actual sales that far greater orders would be welcomed. Indeed, in analyzing a mercantile agency's statement, the credit manager may be in a position repeatedly to point out to Mr. Sales Manager that while their account with Blank and Blank is of greater than average size, it is still far below the amount which Blank and Blank should be buying based on their general trade activities and their own sales volume.

Credits and Mail Orders

The community of interest may effect economies in connection with direct-by-mail selling. A sales department, before an "all-by-mail" sales campaign, should consult the credit department. It is usually found to be economy to purchase especially prepared lists of prospective customers whose rating is not less than a minimum prescribed by the credit manager rather than to pay far less for lists taken from directories or from credit report sources regardless of indicated ratings. Again the saving is apparent. The cost of the mail campaign is reduced by the elimination of those who are not in a position to buy, or who, if deluded as to their position, would send in orders only to have them refused on credit grounds. Similarly, the expense is reduced for the credit department since its time and energy is not absorbed by consideration of a myriad of minor orders from irresponsible parties.

Broadening the distribution is not a matter in which the sales department solely is concerned. The credit department frequently is in a position through its necessary digestion of financial and statistical reports to advise the


sales department the directions in which it can most wisely and profitably expand.

If an enterprise, for example, has confined its sales activities to New England but feels a need of broadening its distribution, the credit department rather than the sales department may best be in a position to indicate the particular territories in which there will be the most ready, and at the same time the most permanent, response to sales investment.

An interesting illustration of this type comes from the retail field. A retailer had the opportunity to acquire a plant which at small expense enabled him to produce certain lines for which he already had developed a market. But he found that his plant capacity was greater than was required for his own needs, and he found sales costs in his neighborhood far too great to warrant his endeavoring to sell to others. This retailer's establishment was in South Carolina. When investigations were made, the judgment of the credit department was sought. The final determination was the opening of a second store—in the state of Washington. For more than five years this situation has existed, and those who have been attracted by the unusual nature of the case are united in agreeing that the selection was exceptionally wise, and that it would be unwise, for the present at least, to open another store.

Building Good Will

When it comes to the most important factor of earning the preference of customers, it is not at all unlikely that the credit department may be an even greater factor than the sales department. For gratitude is perhaps the most logical reason for preference, next to profit and prestige, in connection with the purchase of a manufacturer's products. The credit

"Loury"
CARTOON CUTS
SPARKLING WITH LIFE AND ACTION
EACH MORTISED FOR INITIAL
PROOFS UPON REQUEST
**LOURY CARTOON
CORPORATION**

55 East Wacker Drive Dept. S, Chicago

PROVE IT!
SHOW HIM THE LETTERS

If your salesmen could show skeptical prospects the testimonial letters received from satisfied customers—it would remove doubt and get the orders. Don't leave testimonial letters and orders lying idle in your files—give them to your men and increase sales thru their use.

Write for samples and prices
AJAX PHOTO PRINT CO., 35 W. Adams St. Chicago

**THE
WORKMAN**
MANUFACTURING COMPANY
1206 WEST MONROE STREET, CHICAGO
Gentlemen: I understand the WORCO 2 in 1 combined order blank envelope has doubled orders for many concerns. Please send information on "The Knack of Getting Orders" to the name and address written in the margin of this ad.

REAL JOBS FOR REAL MEN

William L. Fletcher, Inc., acting as employment managers for corporations, constantly has high grade positions open. Bulletin and Vocational Service at slight expense. Complete information without obligation. Strictest confidence observed. Not an agency.

WILLIAM L. FLETCHER, INC.
80 Federal Street, Boston

An organization providing a complete service in Outdoor advertising through advertising agencies

**NATIONAL OUTDOOR
ADVERTISING BUREAU**

INC.
NEW YORK CHICAGO DETROIT

The Taxi Weekly DOMINATES A \$415,000,000 INDUSTRY
The Taxi Weekly is officially recognized as the leading publication of the taxicab industry. 200,000 people are directly engaged in this field. They do their buying through the advertising columns of their trade newspaper.
Published in Its Own Printing Plant
At 54 West 74th Street - - New York City

**PHOTOSTAT
SERVICE**
RAPID AND ECONOMICAL
FACSIMILES - ENLARGEMENTS - REDUCTIONS
Commerce Photo-Print Corporation
42 BROADWAY 80 MAIDEN LANE
Manover 8993 John 3652



That's what a sales letter must say to a prospect first. FAST. . . . No matter how good your copy may be, it has to plead for attention before it will be read. . . . Make that first impression strong, inviting. Dress your letter in a 1927 suit of clothes. Write your own copy, of course, but send it out on one of the

Martin Ullman Letter Layouts

Here are 20 ideas designed to pick your letter out of the stack. Simple things—but how they do attract attention. Different in every respect from ordinary letters. Some different in size, in shape, in type arrangement; some make effective use of unusual folds; others feature your product strongly; a few show novel ways of sending enclosures, booklets, coupons, etc. So they go. But every one is uniquely designed to get more than usual attention—and more orders. . . . Each one is practical, inexpensive. Your own printer can reproduce them easily. If you can use more action from sales letters—the coupon will show the way. . . . Send \$10 for the whole 20 Letter-Layouts. No copy is included.

MARTIN ULLMAN,
250 PARK AVENUE, NEW YORK.

Enclosed is check for \$10 for which please send your Twenty Martin Ullman Letter-Layouts.

Name _____
Firm _____
Street _____
City _____ State _____

STAGE your Sale

Granted, you know your lines. How about the stage setting, your sample display?

Your job is to TELL your story, ours to STAGE it. Whether your audience be a buyer or a convention, we'll help you get your big idea over.

KNICKERBOCKER CASE CO.

"Made Right" Sample Cases - Since 1900
225-235 North Clinton St., Chicago

Our product will help to sell your product

The U. S. Printing & Lithograph Co.

COLOR PRINTING HEADQUARTERS

Cincinnati Brooklyn Baltimore

Let our nearest office solve your color printing problem.

department's sympathetic and skillful meeting of the emergencies, which, according to the mercantile agencies, are the common lot of even most successful enterprises during some stages of their existence, is certainly a bed-rock basis for gratitude—and for preference.

The sales department through skillful marketing may be of real service to many customers. But at the same time the credit department, through the assistance it can give those customers entirely apart from unusual credit favors, should be working hand-and-glove with the sales department.

The credit department can aid many customers by advice and example in the financial end; by securing and disseminating information covering budgeting of finances; and by aiding customers to better their existing methods of collections as well as to make more sound their methods in retail credits.

Credit-Sound Prospects

One way that the sales department can aid in protecting the house against credit losses has been indicated—the purchase of especially prepared lists in connection with direct mail selling. Exactly the same principle applies as well in connection with personal solicitation. It should be the province of the sales department to sell to those who will pay their bills. This is not only to prevent immediate credit losses by simplifying the task of the credit department. It has a far broader angle. For it is unsound and positively unfair to the customer who pays one hundred cents for every dollar's worth he purchases to place him in competition with the unscrupulous who purchase on credit but who pay nothing for their merchandise.

Obviously the man who "buys his goods for nothing" can sell them for any price and make as his profit all that he receives. The result is that the honest and thoroughly desirable customer is faced by competition which he cannot possibly meet except at a loss. The secondary effect is that

the merchandise he has purchased does not sell with the rapidity expected. The third result is that the desirable customer is to that extent deprived of profits, and himself, as a fourth result, that much less able to meet his own obligations at maturity.

Just as it may be safely said that small boys are natural enemies, it can truthfully be said that men through education as to their common duties and responsibilities are naturally friends. The era in which the vast majority of credit managers will be the closest friends and allies of their sales managers can be hastened by their education to undeniable truths such as have been presented in this article.

For the greatest crime, in our opinion, is that credit managers who secretly respect the achievements of sales managers feel forced to interpose a purely artificial barrier of reserve, and sales managers who need, as well as desire, intimate contact with the credit end, feel that overtures in that direction will be unwelcome.

The truth is that altogether too many sales managers and altogether too many credit managers are today in the halfway stage between business boyhood and business manhood—each waiting for the other to lay down his brickbat.

CHAIN SALES UP FOR AUGUST

ONLY two chain store organizations out of more than twenty reporting, showed a decline in sales during August. Other chains showed gains ranging from 2.6 per cent to 45.2 per cent.

Four hundred and forty-nine Liggett drug stores did a volume of \$4,747,791 during August, a gain of 5.36 per cent over 1926. Volume for the first eight months for this organization is up 13 per cent over the same period for 1926.

Merrill, Lynch and Company report a gain for August of 22.3 per cent in aggregate sales of twenty-two chain organizations, and a gain of 15.8 per cent for the eight months period.



The Tips editor returns to his desk all worn out after a splendid vacation, to find among the accumulated debris in his corner of the office, a young skyscraper of brochures, booklets, surveys, and other printed matter, some of which (speaking in curbstone parlance) looks like duck soup for sales executives.

On top of the stack is a nifty looking booklet from the Burkhardt Company in Detroit which, in itself, is a demonstration of the truth of the argument it advances. It's called "Visual Selling," and it has to do with the value of appearance as an aid in closing sales. Among other things, it pictures and describes plans for sales presentations built about illustrated portfolios—you'll be interested in this. Write to J. C. Burkhardt, at the company offices at Larned and Second Streets.

Among the hardy perennials in inquiries coming into the SALES MANAGEMENT editorial office, is the one that asks for information about salesmen's automobiles, including costs of operation, ownership policies, etc. Here you are—allez-opp! "Experiences of Various Companies in Handling Automobiles with Salesmen," put out by the Oakland Motor Car Company, of Pontiac, Michigan. The data in this book has been compiled from the experiences of more than 1,000 companies, and it touches on such matters as when old cars are replaced, the new equipment, how operating expenses are handled, and so weiter, as the German has it. Business executives may have a copy without charge by writing to the Commercial Division of the company.

Three paper portfolios, all of them worth having: "Holiday Suggestions on Atlantic Bond," while designed primarily, we take it, to sell electrotypes of holiday design to printers, will also be valuable to the sales manager who wants a suggestion for a Christmasy letterhead for use for holiday promotion, for special Christmas sales campaign work, or for general correspondence. You'll find something artistic and new here—among the suggested letterhead designs is one of an Elizabethian "beef eater" in doublet and ruff, serving an enormous holiday pork roast. Write to the Eastern Manufacturing Company, 292 Madison Avenue, New York City, if you want one of these portfolios.

The second is a portfolio of letterhead designs and office forms, from the Howard Paper Company, of Urbana, Ohio. The

letterhead designs included here are printed by the Folks on Gospel Hill, and they show how a letterhead can be made at once a thing of artistic appearance and a document with a real sales punch all its own. Address a request to Mr. W. R. Howard, at the Howard company in Urbana.

The Appleton Coated Paper Company is promoting the sales of its "Direct Sales Bond" through a portfolio of that same name. Samples of some excellent four-page, illustrated letters are included in this portfolio. So also is a booklet suggesting art and color treatments for letterheads of this type, which are best adapted to certain purposes. We learn, for instance, that more men are favorably influenced by blue than by any other color. consin.

A two-cent stamp affixed to a request is all that is needed for you to get "The South's Greatest Market," which comes from the office of the New Orleans *Times-Picayune*. Its best feature is an account of retail and wholesale outlets of New Orleans and all of the small cities surrounding New Orleans. Address Mr. J. F. Tims.

While interest in the St. Louis market is running high, you will want a copy of "The 49th State Today," in which the *Globe-Democrat* gives the low-down on one of America's most important markets. Full of data on retail outlets. Write to Douglas V. Martin.

A new market data book comes along from the Washington *Times* on Washington, D. C. One of the interesting facts listed is that the average government salary is \$1,809. Write to Mr. C. I. Putnam for a copy.

The American Telephone and Telegraph Company has a new booklet on some of the commercial uses of telephotographs, our newest branch of "black magic" over the wire. Advertising agencies, concerns manufacturing style products, and any other commercial enterprises who need to transmit photographs in the shortest time possible, will be interested in the service this booklet describes. Write to W. E. Harkness, Telephotograph Division, American Telephone and Telegraph Company, 15 Dey Street, New York City.



Sell the Club Woman

with one ad which we place in the club women's monthly magazines—46 official State organs published monthly by the leading women in every State—3,000,000 Federated Club Women, 1,000,000 League Women.

This is the only field where you buy MASS circulation and CLASS circulation at the same time. Select only publications in the territory where you desire to increase sales for a quality product.

Write for booklet and rates.

Club Service Publishing Co.

Publisher's Representatives

131 East 23rd St. New York City

Where Rooms are Larger and Luxury is Homelike



700 Large Rooms with Bath
85% are priced from \$3.00 to \$5.00

DETROIT-LELAND HOTEL

Bagley at Cass, Detroit, Michigan
(a few steps from the Michigan Theatre)

Wm. J. Chittenden, Jr., Manager



BUSINESS NORMAL ECONOMISTS SAY

"WHOLESALE trade has been showing a steady improvement," says the United Business Service for September 24, "particularly in the North-west and South. Retail trade, along with manufacturing activity, has been slowly gaining; but may be expected to pick up more rapidly during the next month, under the influence of expanding demand and continued ease in the money markets."

A recent Babson report sees business about normal, but slightly lower than last year. "The group in which there were the most gains over a year ago was agricultural marketings," this report says. As may have been expected, the late crop season has concentrated the farm product movement into a few weeks. If the trend of most of the subjects persists, the outlook is for a volume of business during the remainder of the year below that of the last quarter of 1926."

While advocating a cautious policy in security markets, Babson points out that easy money rates developing from the Federal Reserve policy are a favorable factor to business, and that a certain amount of stimulation will result from the ability to borrow easily for new enterprises. During the month of August over \$400,000,000 worth of new capital was obtained through bond and stock issues, a figure which sets a record for August financing.

SALADA TEA OPENS NEW BUILDING

A TEN story building, said to be the largest tea building in the world, was recently erected in Boston, Massachusetts by the Salada Tea Company. For years past Salada advertising has appeared regularly three times a week, the year around, in more than 300 newspapers, and the company's business has more than doubled during the past seven years.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display.

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES for new connections, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established seventeen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

DIRECTORIES

ADVERTISERS' Rate Guide FREE.

36-page Directory showing classified and Display rates of best producing newspapers and magazines. Other information. We can place your advertisement in any publication at lowest rates. Our experience saves you money. Checking copies guaranteed. Write for Free Directory. E. H. BROWN ADVERTISING AGENCY, Dept. 1247, 140 S. Dearborn St., Chicago, Illinois.

POSITIONS WANTED

SALES OR GENERAL MANAGER EXPERIENCED in the determination and actual sales policies. Has handled sales force and complicated jobber problems in specialty lines. A student of progressive methods. Has a well rounded background including accounting, office management, department organization in manufacturing and technical service. Especially interested in an aggressive manufacturing organization offering possibility for future ownership participation. Age 35, married, protestant. Details, references, photograph on request. Box M-1010, SALES MANAGEMENT, Graybar Building, New York City.

SALES EXECUTIVE THOROUGHLY experienced in handling salesmen and sales promotion—familiar with Sales Department routine and a good correspondent with constructive ideas, is open for connection with a reliable firm. Has had wide experience in handling sales of several national advertisers and can supply convincing references. Address Box M-1012, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

INCORPORATIONS

TRUSTS, CORPORATIONS ORGANIZED every state. Amtacs trust form provides corporation advantages, avoids state taxes, reports and representation expenses. Do business anywhere. Maximum powers. Write for information S1027. AMTACS, 35 Flower Ave., Washington, D. C.

Index to Advertisers

	PAGE		PAGE
Ajax Photo-Print Corp.	625	Lawrence Warehouse	603
Albany Foundry Co.	623	Liberty	536
American Metal Cap Co.	623	Lowry Cartoons	625
American Telephone and Telegraph Co.	593	Maryland Glass Corp.	Insert
Autostrop Safety Razor Co.	622	Michigan Book Binding Co.	608
Boston Globe	573	David J. Molloy Company	602
Buffalo News	541	National Map Company	Cover
Burkhardt Co.	611	National Outdoor Adv. Bureau	625
Chicago Tribune	Cover	New Orleans Times-Picayune	542
Christian Science Monitor	533	New York American	540
Cincinnati Post	570	New York News	564-565
Club Service Publishing Co.	627	New York World	616
Collier's	591	Newark News	561
Commerce Photo-Print Corp.	625	Newspapers Film Corp.	561
Cornish Arms Hotel	624	Omaha World-Herald	565
Courier Journal and Louisville Times	583	Oregon Journal	587
Crooks Terminal Warehouse Co.	577	The Oregonian	578
Delineator	546	Photographers Assn. of America	580
Detroit-Leland Hotel Co.	627	Pickit & Winit Service	544
Dur-O-Lite Pencil Co.	601	Providence Journal	607
Farm Life	617	Richmond News-Leader	537
Wm. L. Fletcher, Inc.	625	Stadler Photographing Co.	609
J. J. Gibbons	628	Standard Paper Co.	595
Good Housekeeping	545	Standard Rate and Data	614
The Heinn Company	Cover	Superior Engraving Co.	623
Holyoke Card and Paper Co.	620-621	Taxi Weekly	625
Indianapolis News	569	Textile World	619
Industrial Publications	534	Toycraft Rubber Company	625
Iron Age Publishing Co.	566	Martin Ullman Studios	626
Kansas City Star	535	U. S. Printing and Lithograph Co.	Insert
Kimberly-Clark Company	Insert	S. D. Warren Company	585
Knickerbocker Case Company	626	Washington Times	615
		Workman Mfg. Co.	625

"GIBBONS knows CANADA"

J. J. GIBBONS Limited, Advertising Agents
TORONTO HAMILTON MONTREAL LONDON, ENG. WINNIPEG